



Texas Youth Commission

"TEXANS CHANGING LIVES"

Annual Report

Fiscal Year 2002

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History, Mission, Values

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Introduction



This report describes the state of Texas' investment in juvenile justice, but to a greater extent, it attests to the thousands of Texans who are devoted to changing the lives of the state's most troubled and delinquent young people.

We are dedicated to public protection by holding young offenders accountable for their actions, and by helping them find new ways of getting their needs met without hurting others.

Across the state of Texas, our employees are at work 365 days a year in pursuit of this important goal.

More than 2,000 volunteers join us in this effort every year. The message to young offenders is clear: Texans care about them and want to see them grow into successful, law-abiding adults.

We are completing a period of tremendous growth and change. Since the mid-1990s, our state bed capacity increased by 149 percent. Today, with sufficient capacity, we are able to hold youths long enough to get their attention and to begin the process of rehabilitation. We are able to concentrate on program refinements.

I am pleased to share with you some of the many accomplishments we have made at the Texas Youth Commission. Ahead of us are many challenges, but with our bright and innovative team of staff and volunteers, I am confident that we are up to the task.

Steve Robinson
Executive Director

Our Four-part Mission

Protection - To protect the public and control the commission of unlawful acts by youth committed to the agency by confining them under conditions that emphasize their positive development, accountability for their conduct and discipline training. (Family Code, Section 51.01(2) and Human Resources Code, Section 61.075(2));

Productivity - To habilitate youth committed to the agency to become productive and responsible citizens through education and productive work. (Human Resources Code, Section 61.034(b));

Rehabilitation - To rehabilitate and re-establish in society youth committed to the agency through a competency-based program of resocialization. (Human Resources Code, Section 61.002); and

Prevention - To study problems of juvenile delinquency, focus public attention on special solutions for problems, and assist in developing, strengthening, and coordinating programs aimed at preventing delinquency. (Human Resources Code, Sections 61.031 and 61.036).

Guiding Principles

- TYC operates clean, controlled, orderly and rehabilitative programs.
- TYC will establish safe and secure environments for staff, youth and community.
- TYC includes public safety as a key component in its decision making process.
- TYC operations are based upon sound juvenile correctional techniques and philosophy.
- TYC recognizes staff as its most valuable resource.
- TYC recognizes a clear distinction between youth rights and earned privileges.
- TYC will fund and operate basic juvenile corrections and basic juvenile programs first.
- TYC will make decisions based upon common sense and reason.

Our Code of Ethics

TYC employees follow this Code of Ethics.

As an employee of the Texas Youth Commission, always conduct myself so that:

- Youth and their families or people doing business with TYC feel secure that decisions made about them are just and are not dependent on gifts or other favors;
- My personal relationships and my outside business or investments do not influence me to do my TYC job differently or use it for private interests;
- Youth look up to me as a positive role model and feel secure that I will protect them, treat them fairly and with dignity and respect, and maintain a professional relationship with them;
- My fellow employees will know that they can trust me and rely on me to maintain proficiency in all my assigned duties, to treat them fairly and with dignity and respect, and to resolve our differences honestly and professionally; and
- The People of Texas will know that I am open, truthful and honest, that I will be a good steward of their resources, and that I will faithfully do my part to carry out TYC's mission.

TYC Board of Directors

The Texas Youth Commission is governed by a six-member board appointed by the Governor to staggered six-year terms. The board sets policy and selects an executive director who is responsible for administration of the agency and its programs.

Board Members

Leonard E. Lawrence, M.D., *Chairman*
San Antonio
Term expires August 31, 2003

Pete C. Alfaro, *Vice-chairman*
Baytown
Term expires August 31, 2007

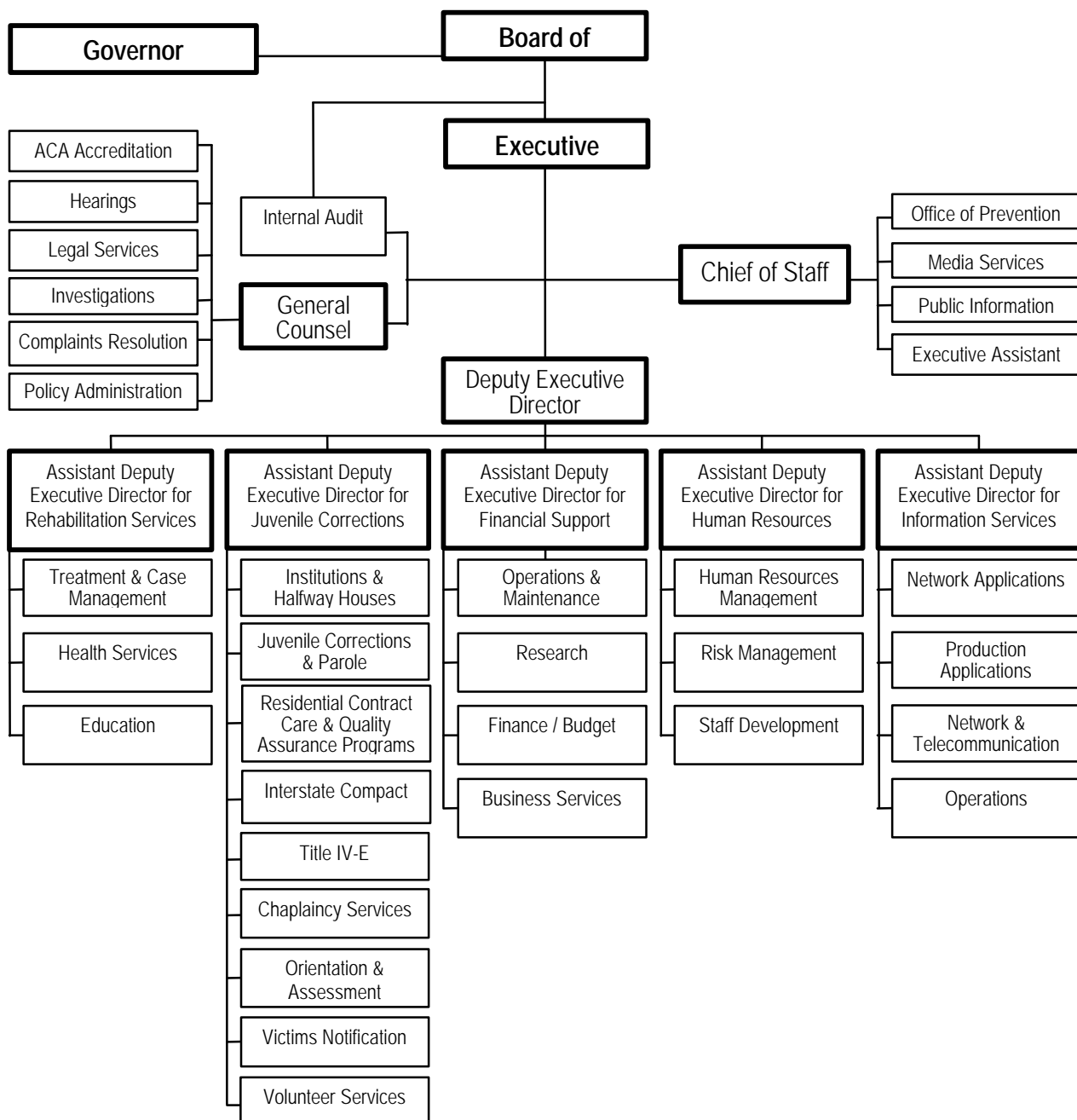
Steve Fryar
Brownwood
Term expires August 31, 2005

Patsy Reed Guest
Duncanville
Term expires August 31, 2007

Charles Henry
Pampa
Term expires August 31, 2003

Nicholas (Nick) T. Serafy, Jr.
Brownsville
Term expires August 31, 2005

Our Organizational Structure



Juvenile Justice Reforms

The Texas Youth Commission today was greatly affected by rising crime rates of the 1980s and 1990s and by subsequent legislative and agency responses to that serious situation.

Beginning in the mid-1980's there was an explosion in the rate of juvenile crime. From 1988 to 1993 in Texas there was a 69 percent increase in referrals to juvenile probation for delinquent activity, and a 161 percent increase in referrals for violent offenses. The Texas rate for homicides by juveniles was almost twice the national rate (12.8 per 100,000 vs. 6.6), and there was a 285 percent increase in youth committed to TYC for violent offenses. Juvenile violent crime arrests also increased. The arrest rate peaked in 1994 at 18 percent, up from 13 percent in 1990.

Commitments to the Texas Youth Commission during this time reflected those trends. Beginning in Fiscal Year 1994, commitments began a radical climb, and increased by 104 percent in five years.

The 74th Texas Legislature passed some of the most expansive juvenile reform legislation in the state's history. The legislation that took effect in 1996 has been described as a "get tough, balanced approach" that reflects the public attitude that we want to punish youth in some meaningful way, and yet not abandon rehabilitation as a principle aim for our children. The get-tough theme of the reform legislation was unmistakable:

- Promotion of the concept of punishment for criminal acts was added as a purpose of the newly named "Juvenile Justice Code."
- The certification age was lowered from 15 to 14 for capital and first-degree felonies; and once a youth is certified, transfer to criminal court is automatic for all subsequent felonies.

Texans Changing Lives

More than 5,000 Texas Youth Commission employees across Texas are dedicated to the mission of changing lives, of helping the state's most troubled youth find a new way of life, one that allows them to get their needs met without hurting others.

Vera Tellez, a Juvenile Corrections Officer III at McLennan County State Juvenile Correctional Facility in Mart, monitors activity from the central control area of a dormitory.



"I enjoy trying to help someone and hope and pray that I can help at least one of these young men. If I can touch one thing in their life that makes a difference to them, to help them succeed, then they can become productive citizens.

I tell them that this is only one phase in their life. I help them learn from their mistakes and encourage them to move forward."

– Vera Tellez, JCO III

Our Role in the Texas Juvenile Justice System

The Texas Youth Commission (TYC) is the state's juvenile corrections agency. TYC provides for the care, custody, rehabilitation, and reestablishment in society of Texas' most chronically delinquent or serious juvenile offenders. Texas judges commit these youth to TYC for mostly felony-level offenses that occurred when the youth was at least age 10 and less than age 17. TYC can maintain jurisdiction over these offenders until their 21st birthdays.

TYC operates a system of 15 secure institutions and nine residential halfway house programs. The agency also contracts with approximately 40 private or local government providers for a wide range of services to TYC offenders. The agency also has a prevention component that provides leadership, information and technical assistance to state and local efforts aimed at preventing all youth, including those not under TYC jurisdiction, from committing delinquent acts.

All youth sent to the Texas Youth Commission start at the Marlin Orientation and Assessment Unit in Falls County, southeast of Waco. During the approximate 30-day average stay at Marlin, they receive a physical evaluation and survey of medical history, educational testing and assessments, psychological evaluations, and they are introduced to the TYC Resocialization program and to behavioral expectations. They also are assessed for specialized treatment needs such as sex offender behavior, chemical dependency, mental retardation or violent crime behavior.

The evaluations help staff determine placement. Approximately 85 percent of offenders are assigned to a TYC secure correctional facility, while the rest go into facilities and programs run by providers on contract with the agency. Halfway houses are used for some youth as a transitional assignment after they have completed their stay in a secure setting.

Youth are assigned a minimum length of stay in a residential program. The time spent in residential care is associated with the severity of their crimes. TYC youth also are required to demonstrate progress in rehabilitation and education programs to earn parole, even if that means they stay in residential care past their minimum length of stay.

Some youth are committed to TYC under the Determinate Sentencing law, which provides for sentences of up to 40 years for the most serious crimes. The sentence begins at TYC, and depending on the youth's behavior, he or she can be transferred to the Texas Department of Criminal Justice to complete the sentence.

While at TYC, youth are provided individual and group therapy through the agency's competency-based Resocialization training, as well as educational and workforce development opportunities.

The young people who succeed in residential care proceed to parole, the final phase of the agency's Resocialization program. In this final phase, parole officers meet with the youth and their families. The officers monitor progress and assist in the youth's reintegration into the community.

While on parole, young people are expected to comply with the rules of their success plans, attend school or hold a job, and do community service.

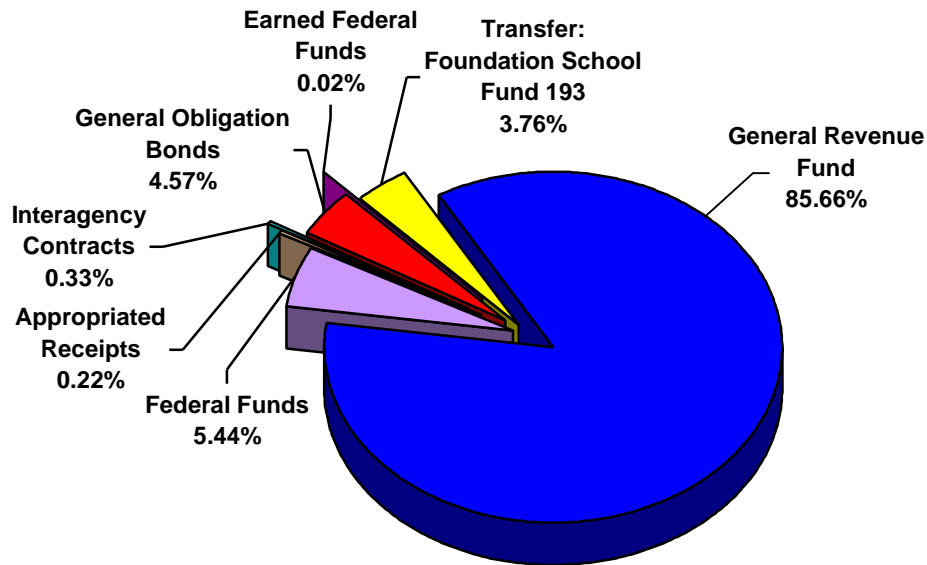
"I strive to make life-changing differences in the lives of parolees, their families and in the next generation."

– Parole Officer Jerome Williams



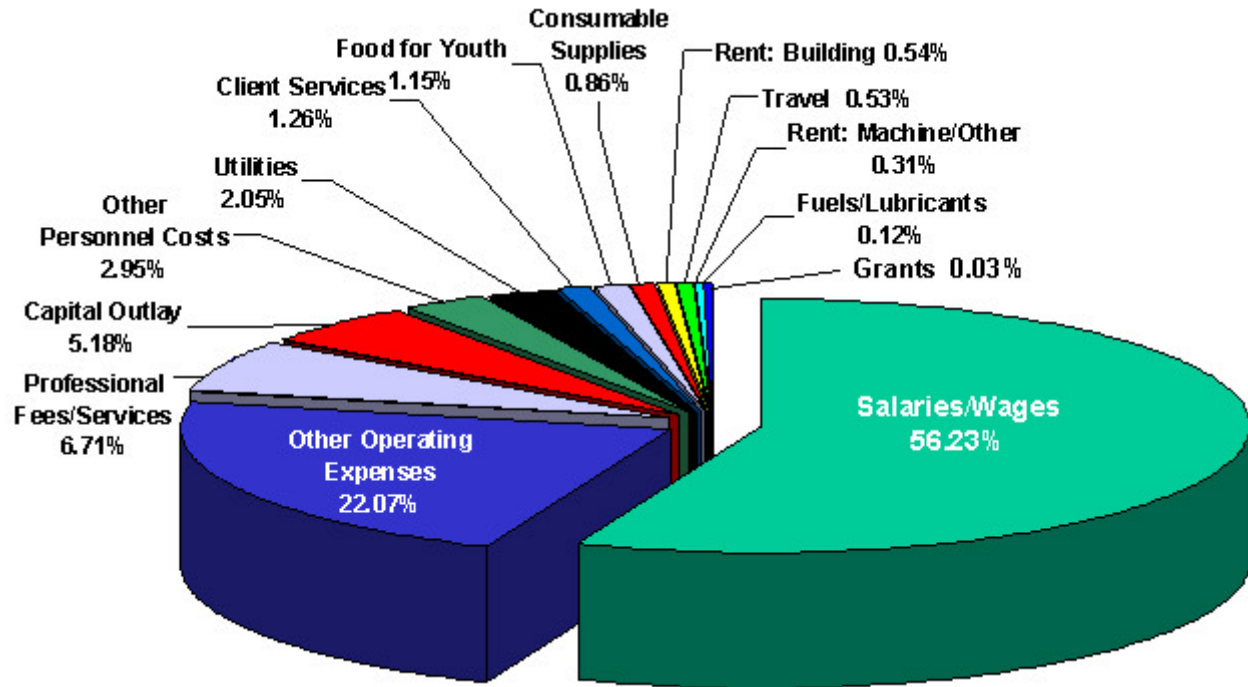
The Budget

Sources of TYC Revenue



General Revenue Fund	85.66%	\$234,489,014
Federal Funds	5.44%	\$14,890,344
General Obligation Bonds	4.57%	\$12,517,424
Transfer from Foundation School Fund No. 193	3.76%	\$10,287,100
Interagency Contracts	0.33%	\$907,756
Appropriated Receipts	0.22%	\$605,762
Earned Federal Funds	0.02%	\$63,057
Total	100%	\$273,760,457

Funds Expended by Category



Salaries and Wages	56.23%	\$153,940,073
Other Operating Expenses	22.07%	\$60,422,865
Professional Fees & Services	6.71%	\$18,371,508
Capital Outlay	5.18%	\$14,173,687
Other Personnel Costs	2.95%	\$8,063,261
Utilities	2.05%	\$5,613,158
Client Services	1.26%	\$3,458,776
Food for Youth	1.15%	\$3,138,542
Consumable Supplies	0.86%	\$2,352,100
Rent: Building	0.54%	\$1,482,480
Travel	0.53%	\$1,463,893
Rent: Machine & Other	0.31%	\$849,836
Fuels & Lubricants	0.12%	\$335,528
Grants	0.03%	\$94,750
Total	100%	\$273,760,457

2001-2002 Cost Per Day Per Child

Youth Location	Average Daily Population	TYC Cost Per Day	CJPC Cost Per Day Calculation*
State-operated Institutions	4,095	\$118.83	\$151.28
State-operated Halfway Houses	206	\$113.04	\$144.18
Residential Contract Placements	992	\$114.02	\$128.08
TYC Sheffield Boot Camp	61	\$97.91	N/A
Parole Services	2,946	\$8.10	\$10.03

* The TYC Criminal Justice Policy Council in its report to the Legislature adds the costs of indirect administration and fringe benefits for state employees to its cost per day calculations.

Commitment Highlights

The vast majority of youth committed to the Texas Youth Commission come from the state's metropolitan areas. In Fiscal Year 2002, Harris County (Houston) sent 401 youth to TYC, followed by 251 from Dallas County, 229 from Bexar County (San Antonio), 164 from Tarrant County (Fort Worth), 64 from Travis County (Austin) and 33 from El Paso County.

Following is an alphabetical list of Texas counties and the number of youth those counties sent to TYC in Fiscal Year 2002:

Commitments by Texas County

COUNTY	FISCAL YEAR				
	1998	1999	2000	2001	2002
Anderson	1	3	2	6	3
Andrews	1	3	0	1	2
Angelina	12	11	10	17	10
Aransas	2	4	6	9	8
Archer	0	1	0	0	0
Armstrong	0	1	0	0	0
Atascosa	1	4	6	4	6
Austin	1	0	2	1	3
Bailey	3	0	0	1	1
Bandera	2	0	0	0	4
Bastrop	8	5	7	17	8
Baylor	0	0	0	0	3
Bee	3	5	2	8	3
Bell	27	41	38	27	38
Bexar	327	339	246	247	229
Blanco	0	0	0	0	0
Borden	0	0	0	0	0
Bosque	3	1	1	1	1
Bowie	11	11	11	3	7
Brazoria	35	45	36	25	29
Brazos	30	25	19	17	26
Brewster	0	3	2	0	0
Briscoe	0	0	1	1	0
Brooks	0	0	2	0	0
Brown	5	3	9	7	4
Burleson	5	5	1	2	4
Burnet	3	0	1	2	0
Caldwell	6	3	5	4	6
Calhoun	0	3	4	2	2
Callahan	4	1	1	0	0
Cameron	33	43	39	31	32
Camp	0	0	0	1	0
Carson	0	0	0	0	0
Cass	11	8	2	2	2
Castro	4	4	3	0	1
Chambers	1	3	6	0	5
Cherokee	4	11	6	3	3
Childress	1	0	0	0	0
Clay	1	2	1	0	2
Cochran	0	0	0	0	1
Coke	0	0	0	0	0
Coleman	0	2	1	3	4

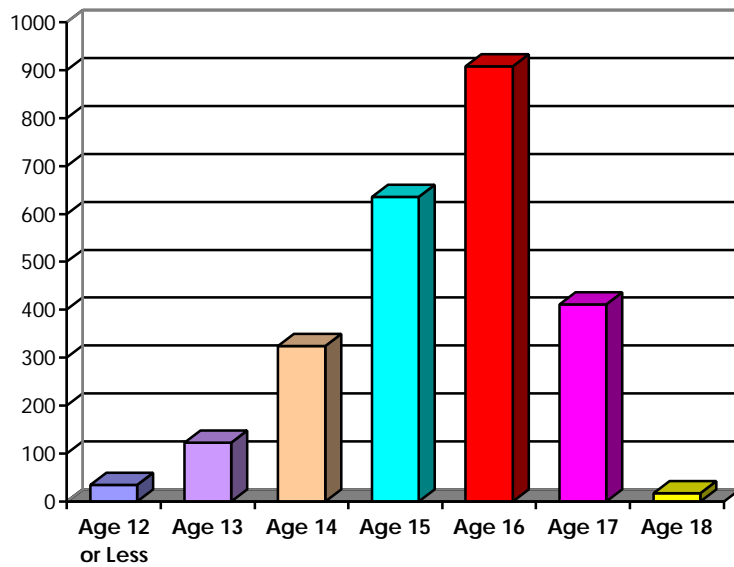
COUNTY	FISCAL YEAR				
	1998	1999	2000	2001	2002
Collin	10	15	9	16	10
Collingsworth	0	0	0	0	0
Colorado	4	0	3	2	4
Comal	8	14	5	2	6
Comanche	1	5	1	0	2
Concho	0	0	0	1	0
Cooke	6	4	4	0	5
Coryell	12	9	9	10	11
Cottle	0	0	1	0	0
Crane	2	1	0	0	0
Crockett	0	0	0	0	0
Crosby	0	1	3	2	0
Culberson	1	0	0	0	0
Dallam	1	4	1	1	0
Dallas	373	321	307	286	251
Dawson	4	6	3	2	6
Deaf Smith	9	5	12	7	11
Delta	0	0	0	1	0
Denton	22	23	38	49	40
Dewitt	5	3	6	4	1
Dickens	0	3	0	1	0
Dimmit	2	4	1	1	0
Donley	0	0	0	0	0
Duval	0	0	0	0	0
Eastland	3	2	1	1	2
Ector	4	2	3	4	15
Edwards	0	0	0	0	0
El Paso	56	67	76	51	33
Ellis	17	16	20	10	16
Erath	1	1	2	1	3
Falls	3	1	3	2	7
Fannin	0	1	0	3	2
Fayette	5	4	2	5	2
Fisher	0	0	0	2	0
Floyd	2	4	3	3	4
Foard	1	0	0	0	0
Fort bend	37	24	27	28	35
Franklin	0	0	0	1	1
Freestone	3	1	2	2	3
Frio	0	1	0	0	0
Gaines	1	0	1	0	1
Galveston	54	49	65	36	55
Garza	0	0	0	0	0
Gillespie	1	1	1	0	0
Glasscock	0	0	0	0	0
Goliad	0	0	0	1	1
Gonzales	1	4	3	2	5
Gray	2	4	5	4	9
Grayson	9	7	11	6	7
Gregg	10	14	12	20	14
Grimes	6	2	4	1	0
Guadalupe	16	20	21	10	1
Hale	12	8	4	3	1
Hall	0	0	0	0	0
Hamilton	1	0	2	1	0

COUNTY	FISCAL YEAR				
	1998	1999	2000	2001	2002
Hansford	0	0	1	1	0
Hardeman	0	0	0	0	1
Hardin	12	3	7	4	12
Harris	619	591	404	403	401
Harrison	8	2	9	13	13
Hartley	0	0	1	0	0
Haskell	1	0	0	2	1
Hays	10	5	7	4	9
Hemphill	1	1	0	2	0
Henderson	11	11	10	7	6
Hidalgo	49	34	28	19	36
Hill	5	3	4	8	4
Hockley	8	9	4	5	10
Hood	15	12	8	14	19
Hopkins	6	6	2	7	3
Houston	1	2	0	2	2
Howard	13	4	4	3	8
Hudspeth	0	0	0	0	1
Hunt	5	9	10	7	17
Hutchinson	1	2	3	0	2
Irion	0	0	0	0	0
Jack	0	1	1	0	0
Jackson	7	11	8	5	6
Jasper	8	5	3	5	4
Jeff davis	0	0	0	0	0
Jefferson	55	52	49	59	36
Jim Hogg	2	1	0	0	0
Jim Wells	3	1	2	0	0
Johnson	8	10	12	11	2
Jones	0	1	3	1	1
Karnes	1	1	1	1	3
Kaufman	13	12	7	3	12
Kendall	0	1	0	1	0
Kenedy	0	0	0	0	0
Kent	0	0	0	0	0
Kerr	11	5	4	10	8
Kimble	1	0	1	0	1
King	0	0	0	0	0
Kinney	1	0	1	0	0
Kleberg	0	0	0	4	0
Knox	0	0	1	1	1
La Salle	0	0	0	0	0
Lamar	7	5	9	4	6
Lamb	1	8	1	3	2
Lampasas	2	7	5	2	2
Lavaca	1	3	2	3	0
Lee	5	2	2	4	0
Leon	1	0	0	0	1
Liberty	3	4	10	4	4
Limestone	2	1	5	6	9
Lipscomb	0	0	0	1	0
Live Oak	1	0	1	2	0
Llano	1	0	0	1	0
Loving	0	0	0	0	0
Lubbock	31	54	50	43	65

COUNTY	FISCAL YEAR				
	1998	1999	2000	2001	2002
Lynn	0	1	1	1	0
Madison	0	0	0	0	0
Marion	2	3	1	1	0
Martin	0	0	1	1	1
Mason	0	0	0	0	0
Matagorda	5	4	4	9	8
Maverick	13	7	1	3	15
McCulloch	2	0	0	1	0
McLennan	62	45	33	62	76
McMullen	0	0	0	0	0
Medina	4	3	9	3	3
Menard	0	0	1	2	0
Midland	8	12	5	14	9
Milam	2	0	1	2	5
Mills	0	1	0	0	0
Mitchell	3	2	2	0	0
Montague	1	1	0	0	2
Montgomery	30	27	32	45	33
Moore	8	4	7	3	3
Morris	0	0	1	0	1
Motley	0	0	0	0	0
Nacogdoches	11	18	13	11	11
Navarro	3	2	2	3	5
Newton	1	1	0	0	4
Nolan	5	6	4	8	8
Nueces	124	102	37	29	23
Ochiltree	0	3	0	1	2
Oldham	0	1	0	1	1
Orange	15	12	5	12	9
Palo Pinto	13	11	11	6	11
Panola	2	2	1	1	3
Parker	6	9	11	6	6
Parmer	0	1	0	0	1
Pecos	1	1	0	0	1
Polk	2	8	11	9	11
Potter	39	25	24	27	26
Presidio	0	0	0	0	1
Rains	0	2	1	1	2
Randall	5	2	5	6	7
Reagan	0	0	0	0	0
Real	0	0	0	0	0
Red river	1	0	7	0	2
Reeves	2	0	0	1	0
Refugio	0	0	2	3	2
Roberts	0	0	0	1	0
Robertson	4	4	6	2	6
Rockwall	4	7	0	1	1
Runnels	1	1	1	2	0
Rusk	7	5	6	2	3
Sabine	0	0	1	0	0
San Augustine	2	0	1	1	0
San Jacinto	1	5	0	2	3
San Patricio	12	15	5	3	4
San Saba	1	1	1	0	0
Schleicher	1	0	0	0	0

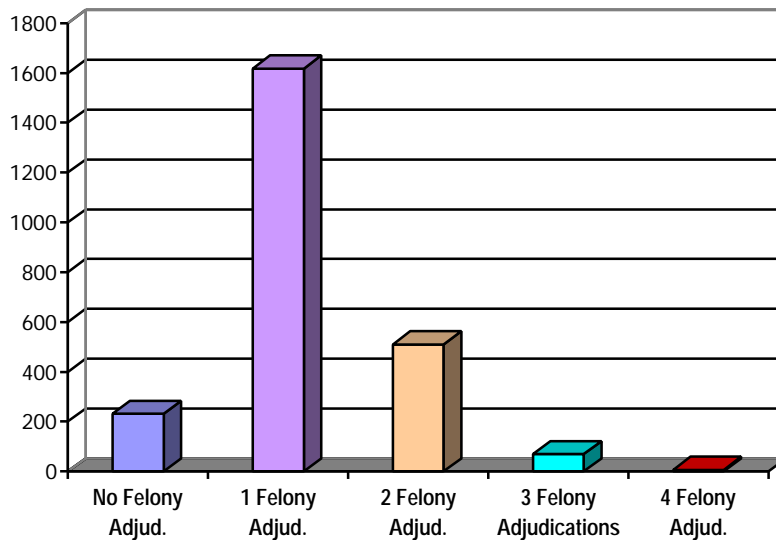
COUNTY	FISCAL YEAR				
	1998	1999	2000	2001	2002
Scurry	1	5	1	3	2
Shackelford	0	0	0	0	0
Shelby	1	0	0	0	0
Sherman	0	0	1	1	0
Smith	55	33	36	29	31
Somervell	2	0	2	0	0
Starr	10	3	2	0	0
Stephens	0	4	0	0	0
Sterling	0	0	0	0	0
Stonewall	1	0	0	0	0
Sutton	0	0	0	0	0
Swisher	1	5	3	1	1
Tarrant	197	166	166	175	164
Taylor	18	11	18	10	18
Terrell	0	0	0	0	0
Terry	8	5	1	2	3
Throckmorton	0	1	0	0	0
Titus	3	2	2	4	4
Tom Green	18	12	11	7	14
Travis	161	139	120	82	64
Trinity	1	3	1	2	2
Tyler	0	0	0	0	1
Unknown	0	0	0	0	0
Upshur	1	3	6	2	5
Upton	0	0	0	0	0
Uvalde	3	5	4	3	1
Val Verde	7	3	3	8	2
Van Zandt	1	0	2	3	1
Victoria	22	13	19	18	20
Walker	7	16	9	11	14
Waller	1	4	0	1	3
Ward	0	1	0	0	0
Washington	13	4	0	5	5
Webb	21	11	22	23	13
Wharton	7	13	3	5	10
Wheeler	0	0	0	1	0
Wichita	12	9	13	4	14
Wilbarger	2	2	0	2	1
Willacy	4	0	1	2	0
Williamson	14	24	21	11	18
Wilson	0	1	4	1	2
Winkler	2	0	2	0	0
Wise	1	2	4	0	1
Wood	4	3	2	0	3
Yoakum	0	0	2	3	3
Young	2	2	0	1	0
Zapata	0	0	0	0	0
Zavala	4	0	2	1	0
TOTAL	3188	2979	2558	2406	2448

Age at Commitment in 2002



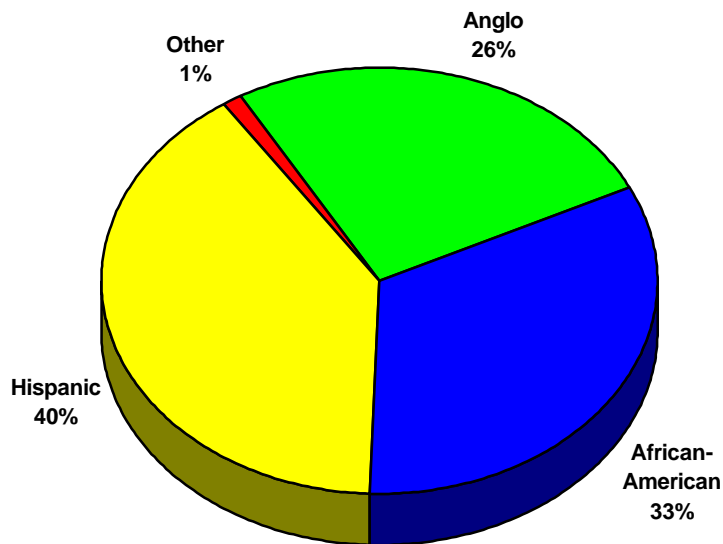
Age 12 or Less	1%	35
Age 13	5%	123
Age 14	13%	325
Age 15	26%	636
Age 16	37%	908
Age 17	17%	411
Age 18	0%	18
Total	100%	2,448

2002 Commitments by Number of Prior Felonies



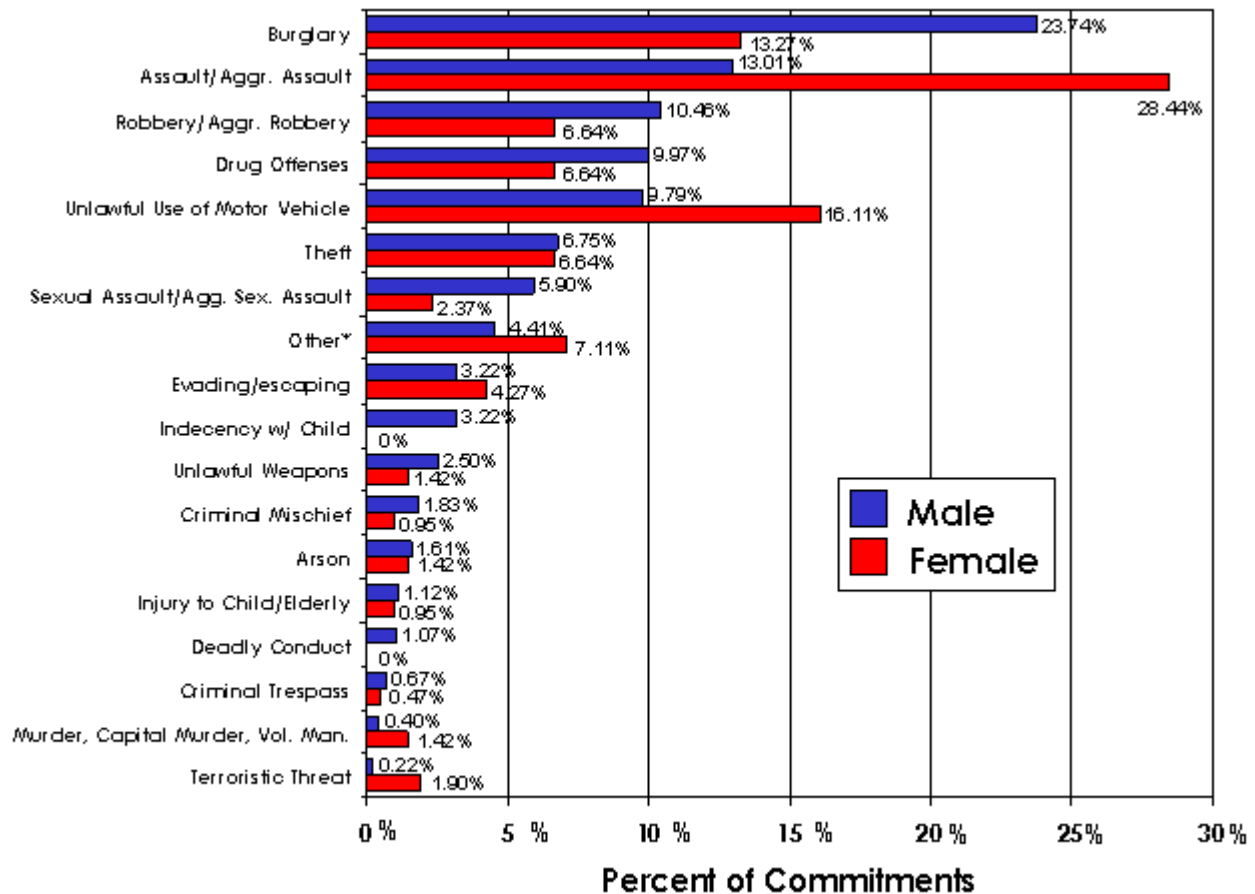
No Felony Adjudications	9%	231
1 Felony Adjudications	66%	1,617
2 Felony Adjudications	21%	510
3 Felony Adjudications	3%	69
4 Felony Adjudications	0%	6

Ethnic Profile of Youth in 2002



Anglo	26%	642
African-American	33%	818
Hispanic	40%	971
Other	1%	17
Total	100%	2,448

Reasons for Commitment to TYC in Fiscal Year 2002 As a Percentage of Total New Commitments by Gender



Sentenced Offenders

As of August 31, 2002, there were 692 sentenced offenders in the Texas Youth Commission, out of a total population of 8,871 youth currently under TYC supervision. Although sentenced offenders represent only 6 to 7 percent of all youth sent to TYC, they occupy about 12% of the agency's beds because of their significant lengths of stay.

Determinate sentences, sometimes called dual sentences or blended sentences, are assessed by the courts and specify the number of years to be served. The sentence is served first at TYC with a possible transfer to the Texas Department of Criminal Justice. Sentences can range from a maximum of 10 years (for third-degree felonies) to a maximum of 40 years (for capital and first-degree felonies).

A sentenced offender must be at least 16 years of age and must have completed at least six months in a high-restriction facility before consideration for transfer to prison. In addition, a youth must meet at least one of the following behavior criteria:

- Commission of a felony or a Class A misdemeanor while in TYC custody
- Commission of three or more major rule violations
- Involvement in chronic disruption of the program (as evidenced by five security admissions or extensions in one month, or ten admissions or extensions in three months)
- Noncompliance with treatment objectives and demonstrated refusal to progress in the Resocialization program

If TYC desires to transfer a sentenced offender to prison before he or she turns 21, the committing court will be asked to approve the transfer, and a hearing is held.

TYC also must obtain the court's permission in cases where the agency desires to parole a youth before he or she has completed the minimum length of stay associated with the crime (10 years for a capital felony, three years for a first-degree felony, two years for a second-degree felony, and one year for a third-degree felony).

Through Fiscal Year 2002, the Texas Youth Commission had not requested the early release of any sentenced offender, except in a few, select cases where youth were committed to TYC for capital murder and were unable to complete their 10-year sentence before their 21st birthdays. Capital offenders carry a 10-year minimum length of stay with automatic transfer to prison at age 21 unless released on parole by the court prior to that time. Court hearings were convened in three cases in which TYC recommended parole release prior to the 10-year-minimum sentence being served. The courts approved the TYC recommendation for parole release in those three cases.

Sentenced offenders who are paroled after age 19 are transferred to the supervision of the Texas Department of Criminal Justice-Parole Division (TDCJ-PD) at that time. Youth paroled before age 19 are initially placed on TYC parole, but are transferred to TDCJ-Parole supervision at age 21.

The passage of the expanded law on sentenced offenders, which became effective January 1, 1996, provided Texas courts with an additional option in the disposition of juveniles who commit serious offenses. Since that time, the number of youth certified to stand trial as adults has significantly declined. Certifications of juveniles as adults were reduced by 74% from 1996 to 2001. In calendar year 1995, the last year before the enactment of the expanded determinate sentencing law, 535 youth in Texas were certified to stand trial as adults. In calendar year 2001, only 141 youth were certified as adults.

Through August 31, 2002, 754 sentenced offender cases have been processed by TYC for either parole release, sentence completion, or transfer to prison. Of that number, 360 (48%) were released on parole, and 209 (28%) were transferred to prison. An additional 185 (24%) of sentenced offenders were discharged from TYC custody because their sentences expired or they were ordered by the courts to be released for some other reason.

The Texas Youth Commission in 1999 established the Department of Sentenced Offender Disposition in order to ensure that these cases received the oversight and attention that they require. Principle responsibilities of this department are the coordination of all sentenced offender cases in TYC, from time of admission until discharge, the review and approval of release recommendations, the coordination of youth movement between TYC and TDCJ, and the representation of TYC at all transfer hearings.

Texas' law on sentenced offenders continues to receive national attention from the media and from policymakers in other states. During the past year, the Texas Youth Commission has received inquiries from Florida, Oregon, and Colorado regarding the application of dual sentencing versus the certification of juveniles as adults.

Sentenced Offender Commitments FY1996 - 2002

1996		1997		1998		1999		2000		2001		2002	
#	%	#	%	#	%	#	%	#	%	#	%	#	%
163	6%	264	9%	266	8%	210	7%	190	7%	180	7%	158	6%

Our Facilities

Residential Facilities

The Texas Youth Commission operates 15 secure facilities and nine halfway houses across Texas. These facilities include a residential treatment center in Corsicana for boys and girls with severe mental illness, a boot camp for boys in Sheffield, and a military-style academy program for boys in Vernon.

One of two units in Brownwood is reserved for girls, and the other is co-educational. The Giddings facility also is home to both boys and girls.

New commitments first go to the Marlin Orientation and Assessment Unit for a period of about 30 days. There, they receive an array of diagnostic tests, which helps staff determine appropriate placements.

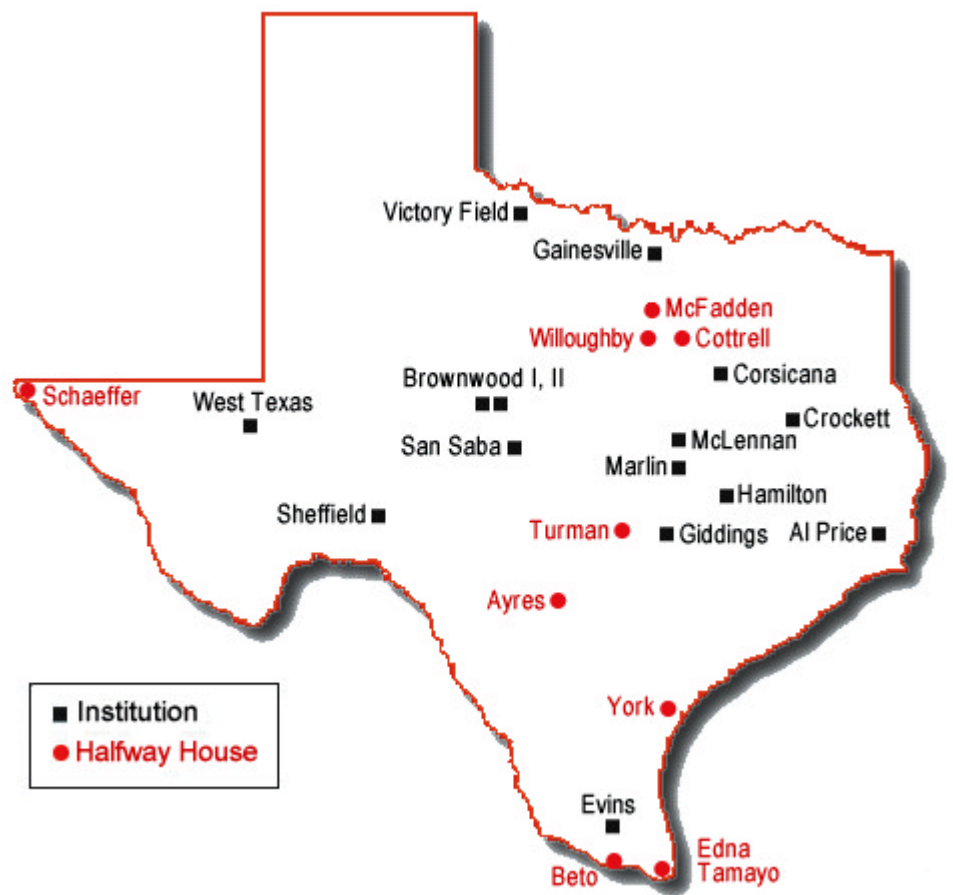
About 85 percent of TYC youth then are placed in one of the agency's 14 other facilities.

Approximately 15 percent of commitments are placed in facilities or programs operated by private providers or in county-owned juvenile programs.

Some youth are placed in halfway houses, as a transition between secure programs and community parole.

These medium-restriction residential facilities allow youth to field-test the skills they have acquired.

The programs offered at the halfway houses include community service, education, employment, independent living preparation and Resocialization.



TYC Institutions

Al Price State Juvenile Correctional Facility

Allen E. Wallace, Superintendent
3890 FM 3514
Beaumont, Texas 77705
(409) 724-6388

Corsicana Residential Treatment Center

Don Brantley, Superintendent
2nd Avenue
P.O. Box 610
Corsicana, Texas 75110
(903) 872-4821

Crockett State School

Don Freeman
Loop 304 Old Huntsville Hwy
Route 4, Box 66
Crockett, Texas 75835
(936) 852-5000

Evins Regional Juvenile Center

Rey Gomez, Superintendent
3801 E. Monte Cristo Road
Edinburg, Texas 78541
(956) 380-0365



Evins Regional Juvenile Center

Marlin Orientation & Assessment Unit

Jerome Parsee, Superintendent
2893 State Highway 6
Marlin, Texas 76661-6588
(254) 883-9221

Sheffield Boot Camp

William (Bill) Roach, Commandant
School Road
P.O. Box 510
Sheffield, Texas 79781
(915) 836-4624

Brownwood State School Unit I

Dan Humeniuk, Superintendent
Old Bangs Road
P.O. Box 1267
Brownwood, Texas 76801
(915) 641-4200

Brownwood State School Unit II

Dan Humeniuk, Superintendent
Old Bangs Road
P.O. Box 872
Brownwood, Texas 76801
(915) 641-4201



Corsicana Residential Treatment Center

Gainesville State School

Eduardo Martinez, Superintendent
1379 Farm Road 678
Gainesville, Texas 76240
(940) 665-0701

Giddings State School

Butch Held, Superintendent
Hwy 290 & James Turman Rd.
P.O. Box 600
Giddings, Texas 78942
(979) 542-3686

J.W. Hamilton Jr., State School

Alan "Chip" Walters, Superintendent
200 Lee Morrison Lane
Bryan, Texas 77807
(979) 779-1633

McLennan County State Juvenile Correctional Facility

John Hopkins, Superintendent
116 Burleson Road
Mart, Texas 76664
(254) 297-8200

San Saba State School

Marian Michel Deans, Superintendent
206 S. Wallace Creek Rd.
P.O. Box 935
San Saba, Texas 76877
(915) 372-5795

Victory Field Correctional Academy

Bobby King, Commandant
8407 FM 433 West
P.O. Box 2010
Vernon, Texas 76385
940-552-9347

West Texas State School

Lemuel "Chip" Harrison, Superintendent
Interstate 20,
P.O. Box 415
Pwote, Texas 79777

Halfway Houses

The agency's halfway houses are located in Dallas, Ft. Worth, El Paso, Corpus Christi, San Antonio, Austin, McAllen, Roanoke and Harlingen.

Together, they have a bed capacity of 218. One facility, Beto House in McAllen, temporarily closed its doors November 29, 2001, because of concerns about mold.

TYC plans to reopen its halfway house program in McAllen in FY 2003. One of the nine halfway houses is designed to treat youth with chemical dependency needs, and another house is reserved for girls.

Halfway House Opened

York House	1975
Cottrell House	1977
Ayres House	1980
Turman House	1981
Schaeffer House	1982
Beto House	1984
Willoughby House	1986
Tamayo House	1991
McFadden Ranch	1993

TYC Population Trends

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
New Commitments	2,123	2,529	2,881	3,188	2,979	2,558	2,406	2,448	2,552	2,664	2,762
Total Intake	2,875	3,642	3,963	4,306	4,353	3,978	3,571	3,482	3,842	3,956	4,084
Annual Increase %	3.7%	26.7%	8.8%	8.7%	1.1%	-8.6%	-10.2%	-2.5%	10.3%	3.0%	3.2%

**2003 through 2005 numbers represent Criminal Justice Policy Council projections of June 1, 2002*

Bed Capacity

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Institutions	1,686	2,278	3,138	3,882	3,902	4,334	4,278	4,278	4,446	4,670	4,734
Halfway Houses	194	194	194	218	218	218	218	196	218	218	218
TOTAL	1,880	2,472	3,332	4,100	4,120	4,552	4,496	4,474	4,664	4,888	4,952

Types of Beds

Type of Bed	1995		2002	
	#	%	#	%
Single Room	861	51%	921	22%
2- to 4-bed Rooms	441	26%	565	13%
Open Bay Dorms	384	23%	2,792	65%



Open bay dorms compose 65 percent of TYC beds.

Construction Projects

The Legislature has funded considerable expansion to the state's juvenile corrections system in recent years, which has allowed the Texas Youth Commission to keep offenders long enough for successful rehabilitation.

In Fiscal Year 1994, the Commission operated only 1,648 state-owned beds. By Fiscal Year 2005, there will be 4,952 state-operated beds in the Texas Youth Commission system.



Construction at Sheffield Boot Camp to double the number of beds

That capacity will include these projects authorized by the 77th Legislature and currently under construction:

Facility	Current Beds	New Beds	Opening Fiscal Year
McLennan County State Juvenile Correctional Facility	352	320	2004
Sheffield Boot Camp	64	64	2004
Gainesville State School	316	24	2003
Corsicana Residential Treatment Center	150	48	2003

Monitoring Private Residential Care for Quality

TYC contracted with 33 residential care facilities in Fiscal Year 2002. Services provided by these facilities range from foster care-type programs to specialized programming for TYC youth with mental retardation. These contract placements allow TYC to better meet the constellation of special needs among the youth.

TYC maintains a vigorous quality assurance program to monitor the quality of services these programs deliver to our youth. Contract programs are categorized by risk to the agency. The risk assessment ranks programs as either high or medium risk. Categories reviewed to determine risk are expenditures, programming experience, any specialized services offered and compliance with performance measures. Most recently, TYC has applied a comprehensive team visit score to the risk assessment. The comprehensive visit allows TYC to thoroughly review a program's operations to determine if the program is meeting established criteria.

The risk score is one of the key elements in the residential monitoring system to ensure contractors consistently provide quality services to our youth. The level of risk indicates the

minimum number of monitoring visits that are scheduled for the year. High-risk programs receive at least eight site visits and medium risk programs receive six visits annually. Some visits are announced in advance. Others occur unannounced, during the evening hours, or on weekends. Typically, TYC visits facilities far more frequently than the designated minimum.

All contract programs have a TYC Quality Assurance staff member who is assigned to the youth who reside in the facilities. TYC staff are required to visit their programs monthly, although most programs receive weekly visits. TYC staff act as the brokers of service and provide technical assistance as needed. In 12 of the 33 residential contract programs, TYC staff have offices on site and monitor the programs daily. The purpose of monitoring is to ensure that TYC youth are safe and that they are receiving the services the state is purchasing through the contracting process.

The risk assessment, monitoring results, and compliance with standards play a key role in the contract renewal process. Documentation exists to base renewal decisions on performance-based criteria. The American Correctional Association has recognized the TYC monitoring system and contracting process. TYC staff regularly present information to other states about the Texas Youth Commission's quality assurance monitoring process at quarterly meetings of the American Correctional Association.

ABCs of Resocialization

The Texas Youth Commission in FY 2002 implemented a better method of assessing the progress of TYC youth. This effort at refining the phase assessment process was the biggest and boldest initiative undertaken by the agency since the agency's correctional rehabilitation program, Resocialization, was introduced in 1995.

Resocialization teaches new norms, rules and expectations for behavior that allow youth to get their needs met without violating the rights of others. The Resocialization program is based on four cornerstones: correctional therapy, education, work skills and discipline training. Youth are engaged in these activities during all waking hours. The program is phase-progressive and competency-based, which means youth move gradually from high restriction confinement to parole, based on completion of both required lengths of stay and demonstrated mastery of objectives in each foundational component.

Greater fairness, clarity and consistency in evaluating the progress of all TYC youth were the goals of the newly revised Phase Assessment process. The new guidelines for assessing progress made by youth are called the "ABC Phase Assessment."

Student progress is now reported monthly in three separate areas: A (Academic), B (Behavior), and C (Correctional Therapy). This new monthly assessment more accurately identifies the precise areas where the youth may be lagging or excelling. It allows staff to acknowledge, for example, that a youth is doing very well in school or with following rules, but is behind in his work in group therapy. The new procedures also provide a window of time for the youth to refine shortcomings before losing a phase in Academic or Correctional Therapy. Additionally, a youth will never have to "start from scratch" in Correctional Therapy once mastering the basic tasks.

This pinpointing of treatment areas communicates a more accurate explanation to family members on exactly why the youth is still in TYC and exactly what must be accomplished for discharge.

TYC believes that this level of detail will also promote greater consistency across the agency. A visit with a phase assessment team (PAT) at one facility should look almost exactly like a PAT at another facility. The documentation from the teacher, the juvenile correctional officer, and the caseworker, using the same criteria for phase assessment should result with the same conclusions drawn in assessing phase.

An additional adjustment to Resocialization includes the revision of an objective called Positive Skills. This new objective is a reflection of the initiative in TYC in rewarding positive behavior and teaching useful skills to help youth succeed upon returning to the community.

Skills the youth are expected to identify for themselves and practice include: improved grooming habits, appropriate assertiveness skills, and appropriate expression of anger.

We believe that our refinements to the competency-based phase system have not only enhanced the agency's Resocialization program, but will result in safer communities.

Treatment for Special Needs

In Fiscal Year 2002, 83 percent of youth committed to TYC needed specialized treatment in at least one of these areas: for sex offense behavior, for chemical dependency, for emotional disturbance, for serious violent behavior or for mental retardation. Specifically, 55 percent of commitments were chemically dependent, and 49 percent had a serious emotional disturbance. About 10 percent were sex offenders, 16 percent needed treatment for serious violent behavior, and 1 percent had mental retardation. A number of youth were diagnosed with more than one of these specialized treatment needs.

The youth committed to the Texas Youth Commission also are exhibiting intensified problems and disabilities.

- The percentage of youth assessed as having a mental health disorder has risen from 27 percent in Fiscal Year 1995 to 49 percent in Fiscal Year 2002.

Emotional Disturbance	1995		1996		1997		1998		1999		2000		2001		2002	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	566	26.7	826	32.7	835	29.0	1,165	36.5	1,182	39.7	1,116	43.6	1,157	48.1	1,200	49.0

Specialized treatment is provided to some youth, in addition to Resocialization therapy they receive, based upon the severity of treatment need or continued risk for violence. The agency's specialized residential programs are based on the same treatment components as the overall Resocialization program. The primary difference is the intensity level, which is increased because of lower caseloads and additional specialized training of the treatment staff.

While TYC does not provide specialized *residential* treatment for all youth with identified special treatment needs, these issues are identified in their individual case plans and are addressed through the Correctional Therapy component of Resocialization. For example, many youth with emotional disturbance issues can successfully participate in regular Resocialization therapy with appropriate modifications made to their programs by their treatment teams.

In addition, all youth have access to qualified mental health professionals on site, not just those in specialized residential treatment programs. Licensed psychologists are on staff to provide critical assessments and crisis counseling at all institutions. Contract psychiatrists are available at all institutions to provide appropriate medical intervention and medication to youth who need it. The TYC Corsicana Stabilization Unit and/or state mental hospital commitment is available to any TYC youth in a psychiatric emergency or severe crisis that cannot be addressed in a less restrictive setting.

Many youth with substance abuse issues voluntarily participate in Alcoholics Anonymous groups on campus whether or not they are in a specialized CD program.

A process of early assessment allows the agency to identify youth that have special needs. It also allows for assigning those most in need of specialized treatment directly to a campus that offers the program.

TYC residential treatment for **emotionally disturbed** youth involves on-going psychiatric consultation for every youth. **Sex offender treatment** utilizes treatment techniques specific to

sexual offenses and is consistent with the national research on effective interventions with this population.

The program for **capital and serious violent offenders** is a nationally recognized TYC innovation and uses an intense experiential focus and psychodrama to explore the developmental origins of each youth's violence. It also promotes victim empathy and obligation for restitution. The chemical dependency program emphasizes intervention in the root causes for substance abuse and the development of alternative coping strategies to facilitate chemical abstinence.

An Aggression Management Program for dangerous youth who have not responded to traditional interventions in TYC facilities was opened in January 2000 at the agency's McLennan County State Juvenile Correctional Facility at Mart, Texas. A contract program for youth diagnosed with mental retardation is located at the Brown Schools in San Marcos, Texas. Other newly evolving specialized programs include a contract program serving very young youth (10-14 yrs) committed to TYC, and a girls program at the Brownwood State School.

Aggression Management Program at McLennan County

Struggling with a small population of youth who are chronically aggressive toward Texas Youth Commission staff and other youth, TYC in 2000 opened a 16-bed pilot program to more effectively deal with those youth.

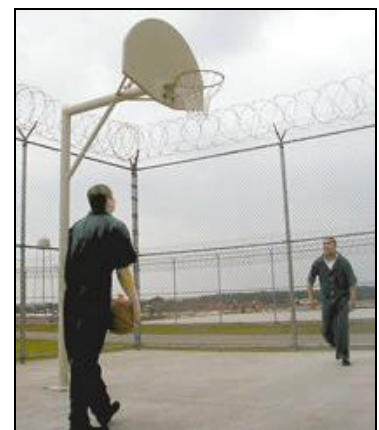
The students are housed in single rooms in a locked, self-contained living unit at McLennan County State Juvenile Correctional Facility in Mart where they can participate in rehabilitation programming without mixing with the general population.

In accordance with due process safeguards, youth are admitted from institutions throughout the agency to the Aggression Management Program (AMP) when less restrictive interventions have failed to control their chronic, dangerous, predatory and assaultive behaviors. These behaviors have been determined to pose a serious threat to the safety of other students and staff, and the continued presence of these youth in the general population seriously interferes with the effective functioning of therapeutic and educational services for other youth.

This type of youth represents only about four percent of the Texas Youth Commission's total residential population and is consistent with the national prevalence rates identified in juvenile justice research.

Mental health professionals evaluate recommended youth to identify anyone who has a diagnosis or condition that would make them unsuitable for this program. Mentally ill youth who are also seriously assaultive are referred to the Texas Youth Commission's Corsicana Stabilization Unit for intensive psychiatric and psychological treatment as necessary.

Security and control of the highly dangerous youth in the Aggression Management Program is achieved through room confinement for active aggression and with very close supervision to prevent aggression when youth are engaged in program activities outside their rooms. Enriched staff-to-student ratios



AMP exercise is limited to two students at a time for safety.

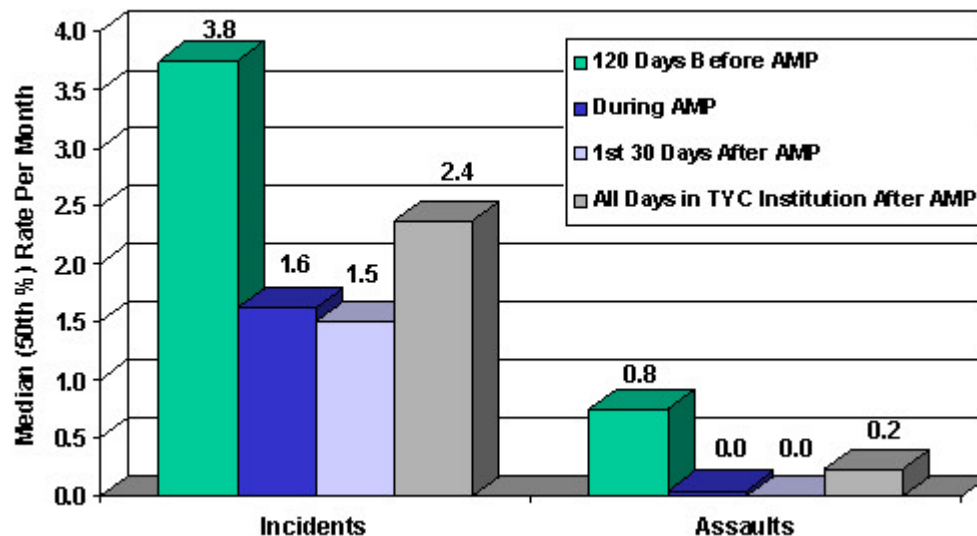
are necessary in order to provide multiple program activities safely in very small groups (no more than four students in any one activity at a time). Enriched staffing ratios are also required when physical restraint of a youth is necessary because he is engaged in dangerous behavior.

In accordance with constitutional safeguards for juveniles, education, medical, and treatment services as well as large muscle exercise are provided on the unit. The primary treatment goal in the Aggression Management Program is to reduce the probability that youth will continue to engage in aggression once returned to the general population. Intensive behavior modification and therapeutic cost-benefit analysis are used to help youth conclude that continued use of aggression to meet their needs is personally counter-productive.

Youth continue to participate in the agency's Resocialization program while on the unit as their behavior permits. However, rewards and consequences can be much more tightly controlled in the Aggression Management Program. Release from the program depends upon consistent demonstration of non-aggression and completion of specific treatment goals in a graduated system that provides for eventual reintegration to the general population.

The Aggression Management Program appears to be successful in decreasing aggressive behavior.

Comparison of Incidents for Youth Completing AMP



For the 26 youth who completed the Aggression Management Program, aggressive behavior was reduced while in the program, and after leaving the program:

- 77 percent were involved in fewer disruptive incidents while in the Aggression Management program
- 58 percent were involved in fewer disruptive incidents after leaving the program
- 96 percent committed fewer assaults while in the program
- 88 percent committed fewer assaults after leaving the program

As of August 31, 2002, 33 youth had left the program. Of those 33 youth who left, 26 completed the program, two won appeals and did not return, one was determined not appropriate for admission, and four were arrested for assault and went to prison.

The mean length of stay for the 26 students who completed the program was 206 days. After completion, 22 students moved to other TYC institutions, and four moved into the general population at the McLennan County State Juvenile Correctional Facility. Thirteen of the 26 Aggression Management Program graduates have since moved to parole.

Program Effectiveness

The Texas Youth Commission each year analyzes the effectiveness of its efforts in reducing recidivism among delinquent youth. There are many definitions of recidivism nationwide, and TYC tracks recidivism in more than one way.

Overall results demonstrate that TYC has been increasingly successful at reducing subsequent serious criminal behavior over the last five years. In compliance with Section 61.0315 of the Human Resources Code, the 2002 Review of Agency Treatment Effectiveness was delivered to the Legislature by December 31, 2002. Here are highlights from the report:

TYC's recidivism rates on three outcome measures on the most serious offenses have been substantially reduced over a five-year period from 1998 to 2002. The results showed:

- 27% *reduction* in rearrest for a violent offense within one year from 10.7% to 7.8%;
- 15% *reduction* in rearrest for a felony offense within one year from 37.7% to 32.2%; and
- 18% *reduction* in reincarceration for a felony offense within three years from 35.4% to 28.9%.

Even after controlling for factors known to be predictors of recidivism, there has been a:

- 19% *reduction* in the one-year rearrest rate for any violent offense;
- 4% *reduction* in the one-year rearrest rate for a felony offense; and
- 12% *reduction* in reincarceration for a felony offense within three years.

Given these reductions in the most serious criminal offenses, it must be concluded that TYC has been increasingly successful in reducing the most serious criminal behavior.

Although rates have increased for rearrest and reincarceration for any offense, it is believed that these rates have primarily increased because of TYC's holding youth more accountable for their actions, issuing directives to apprehend and reincarcerating for less serious behavior than in the past. The result has been the reduction in serious violent and felony behavior.

Actual Recidivism Rates by Tracking Year

Tracking Year							
	Violent Offense 1 yr	Felony Offense 1 yr	Any Offense 1 yr		Felony Offense 3 yrs	Any Offense 1 yr	Any Offense 3 yrs
1998	10.7%	37.7%	51.4%		35.4%	28.4%	49.0%
1999	8.6%	36.7%	54.7%		31.2%	26.9%	50.1%
2000	7.6%	32.8%	53.7%		31.2%	29.9%	50.7%
2001	8.7%	31.1%	53.5%		28.6%	31.1%	49.3%
2002	7.8%	32.2%	53.7%		28.9%	26.6%	51.0%

Changes in 2002 Recidivism Rates from 1998 to Actual

Tracking Year							
	Violent Offense 1 yr	Felony Offense 1 yr	Any Offense 1 yr		Felony Offense 3 yrs	Any Offense 1 yr	Any Offense 3 yrs
1998	10.7%	37.7%	51.4%		35.4%	28.4%	49.0%
2002	7.8%	32.2%	53.7%		28.9%	26.6%	51.0%
Change	27.1% Reduction	14.6% Reduction	4.5% Increase		18.4% Reduction	6.3% Reduction	4.1% Increase

All youth receive comprehensive treatment through the Resocialization program. Some youth with specialized needs receive issue-specific treatment at a more intensive level. TYC operates specialized treatment programs for capital and serious violent offenders, sex offenders, chemically dependent youth, and youth with severe emotional disturbances. The agency also contracts for specialized services for offenders with mental retardation.

After statistically controlling for initial differences between groups, youth receiving intensive specialized treatment had lower recidivism rates in 34 of the possible 36 comparisons (94%).

Two-thirds of the recidivism comparisons (24 or 67%) statistically controlling for the types of youth served had reductions of at least 10 percent, and 14 (39%) had reductions of at least 20 percent. Only two comparisons had higher recidivism rates for youth receiving specialized treatment, and neither had more than a 1 percent difference.

For the 34 comparisons in which youth receiving intensive specialized treatment had lower recidivism rates when controlling for other factors, differences were less likely to have occurred by chance if there were no real difference. Seven reductions (19% of 36 total comparisons) would have occurred less than 5 times in 100 by chance, and half (18 or 50% of 36) would have occurred less than 20 times in 100 by chance. In contrast, for the two comparisons in which youth receiving specialized treatment had higher recidivism rates (6%), the probabilities were higher than 95 out of 100 that the small difference of less than 1 percent would have occurred by chance if there were no real difference.

Receiving intensive specialized sex offender treatment *reduced* the likelihood of sex offenders being rearrested for a violent offense by 45 percent, rearrested for a felony offense by 33 percent, rearrested for any offense by 33 percent, and reincarcerated for a felony offense by 26 percent. **These reductions in violent and felony offenses are especially important because of the impact serious offenses have on victims and society as a whole.**

The overwhelming difference in recidivism rates between youth who have received intensive specialized treatment and those with high needs but did not, indicate that **even as TYC's overall rates have improved, intensive specialized treatment programs reduce recidivism even more than the TYC resocialization program.**

TYC continues to monitor and evaluate its programs in order to refine the quality of its services, increase the accountability of its systems, and improve youth success rates.

Education Program

The Texas Youth Commission operates year-round educational programs for youth within each of its institutional schools. At the Sheffield Boot Camp, TYC halfway houses and contract facilities, the formal education is provided by local school districts.

TYC schools are recognized by the Texas Education Agency (TEA) as accredited campuses and held accountable for educational outcomes approved by the state Legislature. Principals and teachers at the schools are TYC employees.

Students entering TYC are almost sixteen (16) years of age on average. The typical youth in public school turns 16 sometime during the 10th grade. However, entering TYC students function at approximately 5th or 6th grade level in reading and math, and they typically have earned few if any high school credits. It should also be noted that public school populations typically include approximately 11-12% students eligible for special education. In Fiscal Year 2002, the proportion of TYC students identified as eligible for special education services grew to 50%. In addition, approximately 10% of the TYC population is limited English proficient.



During the 2001-2002 school year, more than 51% of students over 16 years old who were released from TYC institutions received a GED. A small number also obtained a high school diploma.

For those youth who complete their high school requirements or GED prior to being eligible for release, the TYC school may help secure college courses and other post-secondary courses depending on available resources and program entry requirements.

TYC educational liaisons assist released youth who have not attained all high school requirements to enroll in GED preparation or in a secondary public school program. Students with a GED or diploma are provided assistance in identifying financial resources for enrollment into higher education programs or supported in accessing appropriate job training programs.

TYC institutional schools administer the Test of Adult Basic Education (TABE) to measure students' functioning levels in reading and mathematics. The TABE is a nationally standardized test that provides grade level equivalents for diagnostic and evaluative purposes. It also measures each student's specific academic skills against established criteria to determine mastery and to identify areas in which instruction is needed.

Only 8.3% of students are reading on expected grade level at entry in TYC. However, 16.8% of students were reading on grade level upon their 2001-2002 school year release or exit from TYC. While the median (50th percentile) grade level in reading at entry was 5.4, the median grade level in reading at exit was 7.8. Therefore, youth attending TYC institutions as a group increase their reading skills beyond one year's growth for one year's instruction in addition to learning resocialization skills that engender self-discipline and victim empathy.

With respect to functioning levels in mathematics, only 7.7% of youth entering TYC are functioning at or above expected grade level. At release during the 2001-2002 school year, 14.7% of TYC youth were functioning at or above expected grade level. While the median grade level in math at entry was 5.5, the median grade level in math at exit was 7.2. The high level of structure and the individualized educational services provided to youth in TYC schools result in an increase in math functioning.

The success rate for students at TYC institutions in completing the GED or diploma is also positive. While the target for the 2001-2002 school year was for 40% of youth age 16 or older in TYC to earn a GED or diploma, the actual rate of completion for this group was 46.95%. Some 64.2% of students who entered TYC functioning at the 7th grade level in reading completed a GED or diploma by the time they exited in the 2001-2002 school year. Of students who entered TYC functioning in mathematics at the 7th grade level, 70.3% of them completed a GED or diploma.

The Texas Youth Commission also provides occupational skills training through its Career and Technology Program to prepare youth for high-demand occupations. These jobs will change as industry and technology changes, so the challenge is to stay current in the course offerings. All courses meet the state-mandated Texas Essential Knowledge and Skills and lead to high school credit.

The Texas Youth Commission's institutions offer an array of career and technology education (CATE) programs. All schools, with the exception of the Marlin Orientation and Assessment Center, offer technology-based instruction that includes, at a minimum, Business Computer Information Systems and/or Principles of Technology.

Some of the following CATE courses lead to certification by the industry, while others receive certificates of skills mastery through TYC:

- Building Trades/Maintenance
- Food Service
- Horticulture/Landscaping
- Cisco Academy Courses
- Welding
- Heat and Air Conditioning
- Automotive Collision Repair
- Automotive Technician
- Animal Science
- Computer Maintenance
- Computer Cabling and Design



Workforce Development Programs

The Workforce Development Programs at the Texas Youth Commission coordinate with the agency's Resocialization correctional therapy and education efforts and link with community-based organizations to provide TYC youth with additional training, supportive services and employment assistance.

The programs offer students vocational and skills development through the Career & Technology Education program, employment preparation and career exploration through the Project RIO-Y program and employment experience through Campus Work Programs and the Prison Industry Enhancement Program. Students who participate in Project RIO-Y receive continued workforce development assistance while on parole.

Workforce Development Counselors, stationed at 13 TYC facilities, are committed to assisting youth in discovering and exploring workforce opportunities while they are in residential care and on parole.

Project RIO-Y, which helps youth to become competitive job seekers, is a joint partnership of the Texas Youth Commission and Texas Workforce Commission. RIO-Y stands for Reintegration of Offenders-Youth.

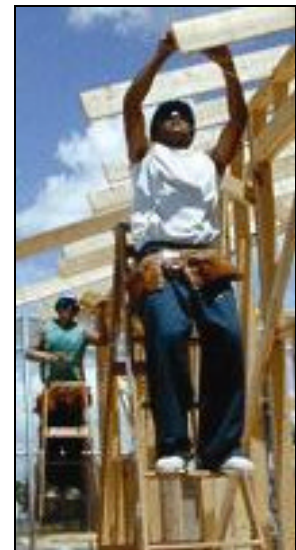
- Volunteer youth are interviewed and tested for career interests and aptitudes.
- Youth are provided with a personal interests profile that is matched against 1,000 occupations.
- Youth begin career exploration, using video series and multimedia software developed by the Texas Workforce Commission's Career Development Resources.
- They are taught about the world of work, attitudes about jobs, the value of work, and how to keep a job.
- They are taught how to job search and sell their abilities to prospective employers.
- Youth are counseled on understanding and setting short-term and long-term goals.

FY 2002 Project RIO-Y

- Number of Youth Served by RIO – 976
- Number of Youth Referred to Texas Workforce Commission for RIO Services – 698
- Percentage of Youth who Secured Employment - 67%

The Prison Industry Enhancement Program consists of partnerships between private sector employers and juvenile facilities to help troubled youth receive job training and employment experience to improve their opportunities for success. TYC youth are employed by the private sector industries and receive prevailing wages. Those wages can be set aside for court/victim restitution, child support and for savings accounts.

Supervision of the work performed by TYC youth and product quality control is the responsibility of the cooperating industry. Security remains the responsibility of TYC. Youth who are hired by industries gain practical work experience that will help them in future job searches, a chance to apply the skills learned in the RIO-Y program, income for continuing education, exposure to positive work relationships, and the feeling of being a productive, contributing member of society.



TYC youth in FY 2001 and FY 2002 were engaged in a number of Prison Industry Enhancement Program jobs:

Youth Building Trades

Partnership: Evins Regional Juvenile Center & Communities In Schools

Youth were employed to build a home for eligible families in the Hidalgo County area. They also performed various remodeling jobs around the county and constructed life-size dollhouses for local organizations.

Metal Fabrication Shop

Partnership: Gainesville State School & Gulf Coast Trades Center, Inc.

Youth are employed to produce custom specific orders such as livestock gates, picnic tables, barbecue pits, benches, rocking chairs, and swings.



YouthBuild

Partnership: Texas Youth Commission & Gulf Coast Trades Center, Inc.

Youth are employed to assist in building homes for eligible families around New Waverly, Texas.

Portable Buildings

Partnership: Hamilton State School & Gulf Coast Trades Center, Inc.

Youth are employed to build standard and customized portable buildings and other small custom-ordered wood items.

A new partnership is pending for FY2003:

Cafeteria Services

Partnership: Texas Youth Commission & Aramark, Inc.

Youth will be employed to assist in the cafeteria at the Victory Field Correctional Academy.

The Workforce Development section of the Texas Youth Commission has collaborated with community-based

organizations and workforce development boards throughout the state to provide youth with a comprehensive array of services toward a successful community transition.

Examples of these relationships include:

Al Price State Juvenile Correctional Facility

HoustonWorks USA, a Workforce Investment Act program provider, funds a Network Cable Installation Training program for youth from the Houston area. This program is funded under a U.S. Department of Labor Juvenile Justice Demonstration Grant. The Lamar Institute of Technology provides the training.

Brownwood State School - Industrial Maintenance Course

This initiative offers nontraditional skill occupation training to girls at Brownsville State School. Texas State Technical College provides an Industrial Maintenance Course consisting of six 48-hour classes. The students receive a "Short Term" certificate for completing the first three classes and "Long Term" certificate for completing all six classes. They also receive a \$50 incentive for each of the six courses they successfully complete, plus ½ credit towards their high school diploma. Students attend class for three hours a day. The course includes Basic Industrial Electricity, Introduction to Hydraulics and Pneumatics, Electric Motors, Electronic Controls, and Programmable Logic controllers.

WINGS Program

In 1999, the 76th Legislature authorized the Texas Youth Commission to establish a program that would prepare teen mothers committed to TYC not only to be successfully reestablished in the community as law-abiding citizens, but to be good parents as well.

TYC issued a Request For Proposal to provide a residential program for female juvenile offenders with an infant care and parenting component. A contract was awarded to Associated Marine Institutes, Inc. (AMI) to provide the services. The program name is Women In Need of Greater Strengths (WINGS) and is located in Marion, Texas, north of San Antonio.

At WINGS, the girls have the opportunity to bond with their babies. The participants receive gender-specific, therapeutic programming in an educational setting designed to improve their future and that of their children. Babies can range in age from newborn up to three years old. Each teen mother may have only one baby at the program, except for twins. The program began by accommodating up to 12 mothers and their babies, but may be expanded in FY2003.

The WINGS program is designed to address the various risk factors that can have a negative effect on program participants and their children. Research shows that juvenile offender mothers are vulnerable to severe adverse social and economic consequences including dropping out of school, sexual abuse, low self-esteem, drug abuse, conflicts at home and school, sexually transmitted diseases, gang involvement, co-occurring disorders, eating disorders, living below the poverty level, and a reliance on welfare.

WINGS is committed to ensuring that participants will have increased social and cognitive competencies, especially with regard to reasoning, decision-making, anger control, victim empathy, interpersonal problem-solving and moral development. The teen mothers also are increasing their employability skills.

Family Involvement Initiative

The Texas Youth Commission in 2001-2002 adopted an initiative to support and increase family involvement to benefit the youth in the agency's care. Family involvement is important because most TYC youth, once they earn parole, return to live with their families.

Many TYC facilities are not located close to families, so it requires extra effort and diligence on the part of TYC to support and facilitate family involvement.

We continue to look for ways to keep families who have children at TYC connected and working toward the successful reintegration of their children back into the community. We also are developing ways to help TYC youth who are parents or expectant parents to connect with their children and to learn good parenting skills. TYC is sponsoring various efforts under the *Family Initiative* umbrella:

Keeping Families In Touch

- **Family Days.** TYC programs sponsor daylong events on weekends for families to visit, ask questions of TYC staff and learn about programs at various facilities. These events provide opportunities for family members to see their youth in a positive, enjoyable, and successful situation; and they also provide TYC staff a way to personally interact with families in a relaxed atmosphere.

- Visitation. TYC has streamlined facility visitation rules to make them more "family-friendly."
- Telephones. Telephone contact is essential to keep families connected because of the great distances some families must travel to visit their child. TYC has reduced the cost of collect student telephone calls, and we are piloting a prepaid student telephone system that will reduce phone costs to families by 50 percent.
- Case management standards. TYC is revising internal rules to formalize notification and contact procedures between staff, parents and youth.

Support for Parents of TYC Youth

- Family Seminars - Offered at TYC facilities and at local TYC District Offices, these seminars cover such topics as a review of Resocialization, the TYC basic treatment program, as well as chemical dependency treatment and sex offender treatment issues. Also, general parenting topics such as "What is your parenting style?" and how a child's removal from the home affects the family are offered at no charge to families.
- Texas Youth Commission Community Resource Councils support families traveling great distances or those experiencing financial hardship by subsidizing transportation, lodging and meals.
- Parent Orientation Meetings. These meetings are conducted through TYC District Parole Offices and are designed to educate parents of newly committed TYC youth about TYC and the services we provide.
- Parent Advocate Program. This program is conducted through the Houston District Office. This is a volunteer-led program that recruits parents, supplies information to families of newly committed youth, and arranges facility visits. The volunteer advocates have a job description that guides their efforts and may or may not be parents of former TYC youth.
- Parent Support Group. This program is conducted through local TYC District Offices. Parents come to monthly meetings to connect with other parents and to hear experts speak on topics such as parenting and self-development. This group also serves as a place for parents to express feelings openly in a non-judgmental environment and to learn from one another.
- Referral and Community Resources. TYC District Office staff provide information to youth and families about local resources such as housing, emergency relief, grief counseling, job placement centers for parents, and psychiatric services. TYC will assist families with referrals upon request.
- Family Guide to Resocialization. TYC in 2002 published a handbook in both English and Spanish to help parents understand and help their children progress through TYC's basic treatment program, Resocialization.

Support for TYC Youth Who Have Children

TYC is expanding parenting programs for males and females in institutions, halfway houses, and parole. One of our parenting programs is the Fatherhood Development Program.

- Parents as Teachers Program (PAT). This program is funded by the Meadows Foundation of Dallas and operates in the Dallas, San Antonio and Houston District Offices. Through this funding, we are able to provide services to TYC parolees who are expecting newborns or who have children ages 0-3.
- Mother-Baby Program. In 1999, the 76th Legislature authorized TYC to establish a program that would prepare teen mothers committed to TYC not only to be successfully reestablished in the community as law-abiding citizens, but to be good parents as well. The result was development of a program called WINGS (Women in Need of Greater Strengths). This residential program, located near San Antonio, houses female juvenile offenders and their infants or toddlers. The young mothers receive parenting lessons along with the rehabilitation components.

Prevention Efforts

The TYC Office of Prevention studies the problems of juvenile delinquency, focuses public attention on special solutions for problems, and assists in developing, strengthening, and coordinating programs aimed at preventing delinquency.

The office is committed to providing the most current prevention research and program information to parents, schools, churches, public and private organizations, law enforcement, and governmental entities.

The Office of Prevention maintains a searchable Web section, A World of Prevention, dedicated to the prevention of child and adolescent problems and the promotion of youth development in families, schools and communities. This award-winning Web site can be found at <http://www.tyc.state.tx.us/prevention>.

In addition to its online resources, the Office of Prevention staff:

- Provide direct technical assistance to parents, legislators, community representatives, students, and service providers,
- Facilitate community meetings to plan and coordinate local delinquency prevention efforts,
- Publish articles on the local, state, national and international levels,
- Make presentations to citizens throughout the state and nation, and serve as resources and liaisons to task forces and interagency initiatives related to prevention,
- Administer the John C. Wende Trust and Parrie Haynes Trust funds,
- And lead the agency's Fatherhood Development initiatives.

National Accreditation

The Texas Youth Commission in the late 1990s began to pursue national accreditation through the American Correctional Association (ACA).

For more than 125 years, the American Correctional Association has championed the cause of corrections and correctional effectiveness, and is the oldest association developed specifically for practitioners in the correctional profession. ACA standards are the national benchmark for the effective operation of correctional systems throughout the United States. They address services, programs, and operations essential to good correctional management, including administrative and fiscal controls, staff training and development, physical plant, safety and emergency procedures, sanitation, food service, and rules and discipline. Standards reflect practical, up-to-date policies and procedures that safeguard the life, health, and safety of staff and offenders.

The benefits to achieving national accreditation are many, including potential reductions in claims against the state, measurable criteria for upgrading operations, improved working conditions, improved staff morale and professionalism, a safer environment and increased attention to physical plant issues and security procedures.

ACA auditors are professionals who are selected and trained by the Commission on Accreditation for Corrections, (CAC). The average auditor has worked in corrections for over 18 years.

Thus far, these TYC facilities have earned the national honor of ACA accreditation:

- Giddings State School - initially accredited in January 2000. Completed the agency's first re-accreditation audit in October 2002 and will be recommended for re-accreditation in January 2003 at the ACA Winter Conference in Charlotte, North Carolina.
- Brownwood State School - initially accredited in August 2000. Expected to be scheduled for its re-accreditation audit in April/May 2003.
- San Saba State School - initially accredited in January 2001. Expected to be scheduled for its re-accreditation audit in September/October 2003.
- Al Price State Juvenile Correctional Facility - initially accredited in August 2001. Expected to be scheduled for its re-accreditation audit in April/May 2004.
- Evins Regional Juvenile Center - initially accredited in January 2002. Expected to be scheduled for its re-accreditation audit in September/October 2004.
- Gainesville State School - initially accredited in August 2002. Expected to be scheduled for its re-accreditation audit in April/May 2005.
- Corsicana Residential Treatment Center is preparing for an initial accreditation review in April/May 2003.

The TYC Workforce

From 1994 to 1999, the Texas Youth Commission experienced phenomenal growth in beds, population and workforce. During this five-year period alone, TYC opened seven new facilities, doubling its capacity. Hundreds of new employees were hired to open these new facilities.

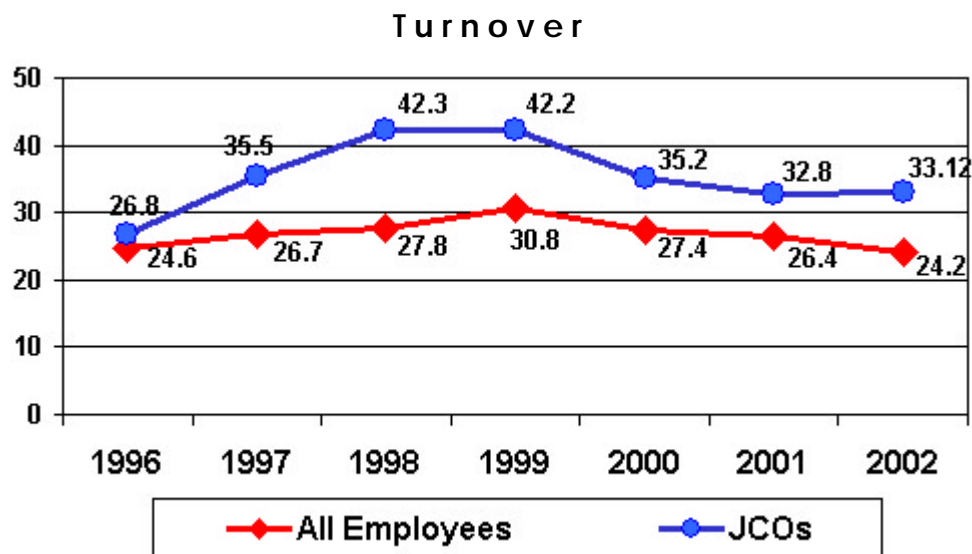
During the rapid expansion of the mid- to late-1990s when our workforce was overwhelmingly new and lacking experience, turnover was higher than desired. Turnover rates during this growth period were the highest in the agency's history - peaking at 42 percent in 1998 and in 1999.

As the growing pains diminished, and as employees gained experience and confidence in their work, turnover began to improve. Since 1999, there has been a decrease in turnover rates, particularly for Juvenile Correctional Officers (JCOs). The agency ended FY 2002 with a turnover rate of 24.2 percent for all employees and 33.12 percent for JCOs.

Our variety of long-standing employee programs combined with new initiatives, contributed to that improvement. The largest impact on the improved turnover rate, however, can be credited to the state-funded career pay program for JCOs, which was implemented in September 2001.

A Juvenile Corrections Officer (JCO) Pay Program that was initially approved by the 76th Legislature and improved by the 77th Legislature, provides a promotional ladder with predetermined promotions and step increases that are awarded based on tenure and satisfactory performance.

The new pay program is being used as a successful recruiting tool, and JCO positions have become easier to fill. An added benefit is that our employees are staying with us longer, and are bringing more experience to the job. In FY 1999, the average JCO had been on the job just 24 months. In FY 2002, the average tenure improved to 55 months.



The University of Texas School of Social Work's Survey of Organizational Excellence FY 2002 identified TYC as one of the agencies in Texas State Government that is committed to continuous quality improvement. The survey provided valuable data about employee attitudes and opinions. These data, in turn, identified the agency's best features and those in need of improvement. The survey also sent a signal that the agency leadership expects and values every employee's contribution to performance improvement.

Overall, TYC has made significant progress in improving the conditions of employment that affect morale and retention, as indicated by our steady decrease in turnover. We value our dedicated employees who are on the job 365 days a year working to change the lives of troubled Texas youth.

Centralized Placement and Transportation

Two of the biggest tasks at the Texas Youth Commission fall upon the Centralized Placement Unit and the Statewide Transportation Unit - the units responsible for finding placements for youth and for moving them safely across the state.

TYC's Centralized Placement Unit is responsible for the initial assignment and placement of all youth entering TYC and for any subsequent placements. The Centralized Placement Unit Administrator and staff are located on the Brownwood State School Unit II campus, with an additional office and staff on the Marlin Orientation and Assessment Unit campus. This busy unit arranges for an average of approximately 350 placements each month.

The Statewide Transportation Unit is responsible for safely moving TYC youth to all placements until they go home on parole. In Fiscal Year 2002, the Statewide Transportation Unit logged more than 525,000 miles as its buses crisscrossed the state transporting more than 5,000 youth to new locations. The transport staff are in five locations and are supervised by the Statewide Transportation Unit Administrator located at Brownwood State School Unit II. The unit provides courtesy transportation of juveniles for various Texas counties when feasible.

Considering the tremendous miles covered, the Statewide Transportation Unit has an excellent safety record. The last staff injury resulting in time lost from work was in August 1985. There has been no record of an injury to youth that required medical attention. The last escape during a transport was in March 1995. In the last 16 years, there have been only two minor "fender benders" involving transportation vehicles and another vehicle. The transportation unit, however, has reported a couple of deer fatalities and the loss of one black cow that was standing in the middle of the highway.

Historically Underutilized Businesses Program

TYC has been a proactive participant in the state Historically Underutilized Businesses (HUB) program. A fulltime HUB Coordinator was hired in 1997 in a position at the same level as the agency Chief of Purchasing. The TYC HUB Coordinator has complete access to agency leadership and purchasing administrators. Agency progress toward HUB performance targets is monitored closely by senior staff. Feedback is provided to all key administrators with the semi-annual and annual HUB reports. TYC has begun to establish individual HUB targets for each TYC facility. TYC also is embarking on a program to encourage many of its eligible professional services contractors to register as HUB entities.

Fiscal Year 2001-2002 Efforts

- Participated in 55 HUB outreach efforts sponsored by the Texas Building and Procurement Commission and other civic organizations.
- Co-sponsored a HUB Forum with University of Texas-Permian Basin in Midland/Odessa.
- Co-sponsored a HUB Forum with the University of Texas at Austin.
- Conducted an in-house "Meet the Buyer" HUB outreach at Evins Regional Juvenile Center.
- Participated in three pre-bid construction conferences to brief prime contractors on HUB Good Faith Efforts and provided list of available registered HUBs.
- Published TYC HUB rules in Texas Register.
- Briefed TYC Board on the requirements of Senate Bill 178 and adoption of TYC HUB rules.
- Established a mentor-protégé relationship with Motorola and RZ & Associates.
- Provided TYC institutional administrators and purchasers semi-annual in-house HUB reports to gauge individual good faith efforts progress.
- TYC HUB Administrator served as the vice-chair of the multi-agency HUB Discussion Workgroup.

Comparison to Statewide HUB Procurement Goals

Fiscal Year 2000 HUB Expenditure Information

Procurement Category	Statewide Adjusted HUB Goals	Adjusted HUB Expenditures FY2000		Total Expenditures FY2000
		HUB %	HUB \$	
Heavy Construction	6.6%	0.0%	\$00.00	\$12,709
Building Construction	25.1%	4.52%	\$389,992	\$8,626,822
Special Trade Construction	47.0%	10.80%	\$573,452	\$5,293,915
Professional Services	18.1%	6.27%	\$247,238	\$3,940,522
Other Services	33.0%	4.60%	\$540,547	\$11,738,247
Commodities	11.5%	17.20%	\$2,309,500	\$13,411,511
Total Expenditures		9.43%	\$4,060,731	\$43,023,729

Fiscal Year 2001 HUB Expenditure Information

Procurement Category	Statewide Adjusted HUB Goals	Adjusted HUB Expenditures FY2001		Total Expenditures FY2001
		HUB %	HUB \$	
Heavy Construction	6.6%	0.0%	\$00.00	\$660
Building Construction	25.1%	4.55%	\$39,383	\$865,053
Special Trade Construction	47.0%	4.93%	\$81,638	\$1,654,836
Professional Services	18.1%	8.19%	\$332,345	\$4,053,584
Other Services	33.0%	3.84%	\$439,882	\$11,425,886
Commodities	11.5%	12.5%	\$1,259,439	\$10,055,815
Total Expenditures		7.67%	\$2,152,687	\$28,055,837

Fiscal Year 2002 HUB Expenditure Information

Procurement Category	Statewide Adjusted HUB Goals	Adjusted HUB Expenditures FY2002		Total Expenditures FY2002
		HUB %	HUB \$	
Heavy Construction	6.6%	16.5%	\$5,593	\$33,739
Building Construction	25.1%	10.7%	\$1,791,087	\$16,717,630
Special Trade Construction	47.0%	4.01%	\$31,635	\$787,185
Professional Services	18.1%	5.63%	\$159,818	\$2,837,153
Other Services	33.0%	3.80%	\$451,484	\$11,870,025
Commodities	11.5%	11.1%	\$1,456,404	\$13,116,514
Total Expenditures		8.58%	\$3,896,022	\$45,362,249

Attainment:

The agency exceeded one of five, or 20%, of the applicable statewide HUB adjusted procurement goals in FY 2000. In the "Special Trade Construction" category, the "Other HUB Goal" of 10.2% reflected an actual 21.1% HUB utilization in the amount of \$1,117,711. In the "Commodity Purchasing" category, the "Other HUB Goal" of 4.82% reflected an actual 22.0% HUB utilization in the amount of \$2,956,355.

The agency exceeded one of five, or 20%, of the applicable statewide HUB adjusted procurement goals in FY 2001. In the "Special Trade Construction" category, the "Other HUB Goal" of 19.4% reflected an actual 24.3% HUB utilization in the amount of \$403,184. In the "Commodity Purchasing" category, the "Other HUB Goal" of 3.88% reflected an actual 16.4% HUB utilization in the amount of \$1,650,234.

Applicability:

The Texas Comptroller's realignment of eligible expenses in the "Heavy Construction" category allowed for expenditures by TYC in this category in FY 2002.

Factors Affecting Attainment:

In both fiscal year 2000 and 2001, the goals of "Building Construction," "Special Trade Construction," "Professional Services," and "Other Services" categories were not met primarily due to the majority of the fourteen juvenile corrections facilities being located in rural areas. The availability of Texas Building and Procurement Commission registered HUBs is limited in

these rural counties. Searches for registered HUB vendors on the Texas Building and Procurement Commission's Centralized Master Bidders List is conducted utilizing two counties deep surrounding the institution. The above percentages reflect the utilization of certified HUB vendors in our agency contracts. Women or minority vendors with whom we contract for direct youth care and treatment services are not included in these statistics. The majority of these vendors are non-profit organizations which are not eligible for HUB certification. Also, there are a number of vendors for commodities and services who are eligible but choose not to register as certified HUBs.

TYC continues to improve its HUB program goals by:

- ➊ Stressing agency goals regarding HUB participation in all construction contracting activities. Include HUB participation in the evaluation criteria of construction contracting opportunities. Actively recruit HUB vendors interested in participating in construction contracting opportunities.
- ➋ Stressing agency goals regarding HUB participation in all special trades construction contracting activities. Include HUB participation in the evaluation criteria of special trades contracting opportunities. Actively recruit HUB vendors interested in participating in special trades construction contracting opportunities.
- ➌ Stressing agency goals regarding HUB participation in all professional services contracting activities. Include HUB participation in the evaluation criteria of professional services contracting opportunities. Actively recruit HUB vendors interested in participating in professional services contracting opportunities.
- ➍ Stressing agency goals regarding HUB participation in all other services purchasing and contracting activities. Include HUB participation in the evaluation criteria of other services contracting opportunities. Actively recruit HUB vendors interested in participating in other services contracting opportunities.
- ➎ Stressing agency goals regarding HUB participation and require inclusion of HUB subcontracting requirements in all contracts in excess of \$100,000 wherein subcontracting opportunities exist.
- ➏ Implementing a mentor protégé program to foster long-term relationships between TYC prime contractors and HUBs to increase the ability of HUBs to contract with TYC and subcontract with TYC prime contractors.
- ➐ Inviting HUBs to deliver technical and business presentations to TYC operational and procurement staff regarding the HUB vendor's capability to do business with TYC.
- ➑ Participating in external forums to identify HUBs capable of providing goods and services to TYC, and to make TYC procurement opportunities available to HUBs.
- ➒ Hosting alone, or in coordination with other state agencies, local HUB forums.
- ➓ Continuing to maintain a full-time HUB Coordinator position.
- ➔ Preparing and distributing information on procurement procedures in a manner that encourages participation in bidding for TYC contracts by all businesses.
- ➕ Identifying subcontracting opportunities in proposed requisitions that meet established criteria for subcontracting plans.
- ➖ Specifying reasonable, realistic contract specifications, terms and conditions consistent with the agency's actual requirements that allow for maximum participation by all businesses.
- ➗ Providing potential contractors with referenced list(s) and/or sources of list(s) of certified HUBs available for subcontracting opportunities identified in TYC procurement opportunities.
- ➘ Utilizing available HUB directories to solicit bids.
- ➙ Maintaining a monthly HUB reporting system to track HUB use in TYC correctional institutions and halfway houses.

Victims Notification and Involvement

The Texas Youth Commission is committed to providing victims of juvenile crime their rights under the law, ensuring that they are informed, involved, and treated with dignity, fairness, and respect.

In 1989, the Texas Family Code (Chapter 57) was amended to include rights of victims of juvenile crime. TYC provides information to victims through a notification system. When an offender is transferred to Texas Department of Criminal Justice (TDCJ), the victim receives notification of the transfer and information regarding TDCJ's victim services. TYC also forwards the victim's information to TDCJ Victim Services in order for the victim to continue to receive services after the offender's transfer.

TYC has a toll-free telephone line (1-888-850-7369) for victims to use to request offender status, to ask questions about the juvenile justice system in general, or to obtain information about state and local resources available to victims.

TYC's website includes information on the agency's activities of interest to victims of crime. TYC's Resocialization program for offenders includes as an essential component victim empathy, recognizing that the development of empathy is one of the most critical predictors of an offender's potential success.

TYC employees participate in local and state coalitions of victim advocacy groups, non-profit organizations, and work with other government agencies to address crime victim issues.

The agency co-sponsors the State's Annual Crime Victim Clearinghouse Conference and is involved in activities throughout the state to commemorate National Crime Victims' Rights Week.



"I talk to victims every day regarding their rights, and about our Resocialization program and how they can be involved in actually making an impact in the lives of TYC offenders. What has surprised me most is how much victims, who have lost so much, are willing to give. I've been amazed at the depth of compassion they have for the teenagers that hurt them, and at the hope they hold out for them."

*Melissa Headrick
Administrator of Victim Services
and Sex Offender Registration*

Volunteer Contributions

The TYC Volunteer Services Program consists of four primary initiatives for community involvement: *Mentoring, Tutoring, Community Resource Councils, and Chaplaincy Services*. It is our belief that community citizens can dramatically influence the successful rehabilitation and reintegration of juvenile delinquents through these four primary volunteer activities.

Texas communities historically have been very generous and supportive of TYC facilities and youth. The collaborative relationship between the Texas Youth Commission and our communities was further validated during Fiscal Year 2002 when Texas citizens provided 128,113 hours of volunteer service, valued at \$1,976,098. During the year, 2,042 registered volunteers and innumerable groups were involved in the delivery of these services.

Other in-kind and cash donations brought the FY 2002 contributions to a grand total of \$2,319,019. All of these donations supplemented the resources provided by the state and solely benefited the youth served by TYC. Examples of donations include library books, educational and behavioral incentives, family transportation assistance, holiday and cultural celebrations, clothing, and scholarships.

We accomplished several goals in Fiscal Year 2002. We developed a standard volunteer training manual draft for implementation statewide by the end of Fiscal Year 2003. We increased the number of volunteer service hours in parole offices by 161%, to 9,551 hours, during Fiscal Year 2002 - up from 5,923 hours the previous year.

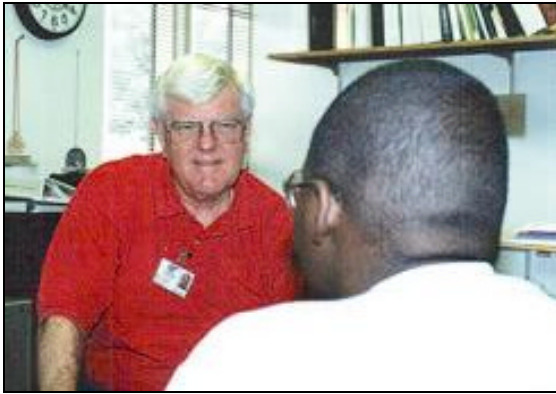
Community Relations Coordinators were very busy in public education and marketing activities. During Fiscal Year 2002, we provided 659 tours, 245 community education & recruitment programs, and 437 volunteer services training sessions, reaching a total of 20,912 citizens. Universities across Texas continue to recognize our facilities as quality field placement sites and send volunteer interns to sharpen their skills under the guidance of our trained staff. During the year, 166 college interns contributed 15,989 hours of paraprofessional services to our programs.

As TYC youth benefit from the contributions of Texans, the intrinsic value of giving back to one's community continues to be instilled in our youth. Youth in institutions, halfway houses, and on parole contributed 180,541 of community service hours during Fiscal Year 2002 - service that improved the quality of life in Texas communities. For TYC youth on parole, community service remains a critical component of their success plans. TYC youth projects include, but are certainly not limited to, Toys for Tots, Habitat for Humanity, Adopt-a-Highway, city beautification activities, anti-drug and prevention program in public schools, food and fan drives, and beach clean-ups.

One of the highlights of Fiscal Year 2002 was the first annual presentation of the President's Student Service Awards to 35 TYC youth, who together contributed a total of 5,756 hours of service over and above those required by their parole programs. State Senator Royce West and TYC Executive Director Steve Robinson presented President's Gold Awards - lapel pins and a certificate signed by President George W. Bush - to the youth. Two TYC youth were also presented with \$1,000 college scholarships, sponsored jointly by the State Volunteer Resource Council for Texas Youth and the Corporation for National and Community Service.

Perhaps the most important strategic goal determined last fiscal year was to develop quality mentoring and tutoring programs where none exists in each institution and halfway house, and where feasible, in service areas. Mentoring programs now exist in all TYC institutions except Marlin and Sheffield - where it remains either infeasible or impractical. Impact results for 2002 showed that youth receiving volunteer-led mentoring in institutions were significantly less likely to be rearrested after release than youth without a mentor.

We compared the re-arrest statistics from the youth who went through the mentoring program in an institutional setting, with a control group of a similar size from the same institutions. According to the preliminary data, the mentored teenagers were nearly half as likely to be rearrested for an offense one-year within their release (18.3% vs. 32.7%). Out of 104 youths that were mentored, only 19 were re-arrested, while 34 youths from the control group were re-arrested at the same time period. This difference was statistically significant. Across the agency, 290 volunteer Mentors were involved in the delivery of these services. Total mentoring hours totaled 14,568, valued at \$224,749. Mentoring services represents 11% of the total volunteer contribution to the agency.



"I mentor for the same reason I do the Bible studies, because I believe that God loves and has a purpose for these youth, and that they can be so much more than they are if someone will help them believe in themselves and will believe with them.

Most of these kids have never had that, and they deserve that chance."

- Boone Vastine, volunteer mentor

Tutoring programs now exist or are being developed in all TYC institutions where it is practical. These institutional tutoring programs produced 2,959 hours of service valued at \$45,555. Despite the fact that our halfway houses tend to contract all educational services out to the local school districts (including tutoring), four halfway houses implemented additional volunteer-led tutoring services, producing 229 hours of service valued at \$3,551. Total tutoring hours, including the Team Leader contributions at Gainesville and Hamilton, were recorded at 3,262 and valued at \$50,250. Across the agency, 111 individuals were involved in the delivery of these services. Tutoring services represents 3% of the total volunteer contribution to the agency.

Volunteer-led chaplaincy services continues to be the largest facet of the TYC community involvement program, comprising 53% of total volunteer contributions. Religious needs of TYC youth could never be fulfilled without the extraordinary and enduring commitment and involvement of our local communities. Chaplaincy volunteers are active at every TYC institution and halfway house. During Fiscal Year 2002, 1,000 registered volunteers, and innumerable other

special guests and groups contributed a total of 66,349 hours of their personal time - valued at more than \$1 million - through group/individual study, worship services, pastoral counseling, support groups, music, drama, and special events.

Our 24 local Community Resource Councils continue to provide the sound foundation upon which the volunteer program flourishes. The Community Resource Councils, comprised of representatives from local community, service and religious organizations, generate community assistance, refer needs and projects to known resources, and help inform the community of the TYC facilities' goals, accomplishments, needs and problems.

The projects and activities undertaken by the Councils last year included transportation assistance for family members, graduation receptions and other educational incentives, capital improvement donations for TYC facilities, holiday and cultural celebrations, volunteer recruitment and recognition events, and youth art classes. Over 400 individuals faithfully served these nonprofit organizations, contributing a total of 9,853 hours of their time - valued at \$151,735.

The Community Relations Coordinators have strived to provide their volunteers better-planned and effective resources for serving. Most significant accomplishments reported by volunteer programs during Fiscal Year 2002 included full implementation of mentoring programs, expanded membership on community resource councils, creating dynamic partnerships in the community, paying special tribute to volunteers, revision of the council's bylaws and other governing documents while improving overall council operations, meeting 100% of American Correctional Association standards in sections regarding volunteer involvement, having two youth receive the President's Student Service Award and Scholarship, implementation of a tattoo removal program, and extraordinary success in raising funds through local councils.

The publication *Investing in Volunteerism: The Impact of Service Initiatives in Selected Texas State Agencies* sums up the single-most important reason for the success of the TYC Volunteer Services Program:

"Clearly volunteers are indispensable to the functions of Texas State government. When well managed, state agencies leverage the work of their volunteers to increase efficiencies and deliver sound government and effective services to the people of Texas, they accomplish things that simply would not happen through tax dollars and state employees alone. Putting the time of volunteers to good use is not only a matter of common sense and common concern, but it also an issue of good management and adequate fiscal allocations. It does not happen on its own. It does not happen without thoughtful attention. Volunteers may work for no pay, but they are not free!"

Collaboration with other Agencies and Groups

The Texas Youth Commission continues to participate with other agencies, local government entities and non-profit groups in literally hundreds of efforts benefiting Texans. TYC employees in every part of the state provide assistance and share their expertise. Following is a sampling of our collaborative endeavors in Fiscal Year 2002:

- Partnership for At-Risk Youth Services - Collaboration with HoustonWorks USA, Harris County Juvenile Probation, the Arch Diocese of Houston, the Mayor's Anti-Gang Task Force, and other groups, to create a comprehensive strategy that addresses workforce development needs and other transitional aftercare opportunities for youthful offenders.
- Coordinated Strategic Plan for Juvenile Justice - TYC works with the Texas Juvenile Probation Commission to develop a strategic plan every two years.
- State Community Resource Coordination Groups - Participation with other child-serving agencies, some private providers, and parents in local collaborations to assist hard-to-help children and their families.
- Texas Fragile Families Advisory Board - Participate in this Hogg Foundation for Mental Health-led initiative, along with many private foundation representatives and the Office of the Attorney General.
- Texas Integrated Funding Initiative - Work with other child-serving agencies and family members in this Health and Human Services Commission-led effort to develop local organized service delivery systems for children with multiple needs in a way that maximizes all funding sources.

- HUB Discussion Workgroup - Monthly meetings with larger state agencies and universities on the state's Historically Underutilized Businesses program.
- Greater San Antonio Crime Prevention Commission - Participated with other mayoral appointments to address crime issues in the City of San Antonio, including family and domestic violence and juvenile crime.
- Southeast Texas Regional Homeland Security Task Force - Worked with governmental agencies in three-county area to plan and improve ways to use resources in emergency situations.
- Central Counties Training Coalition - Participated with multiple Brownwood-area non-profits, schools, governmental entities and medical center to bring affording training to the public in the areas of child, adolescent, family and community issues.
- Amarillo Reintegration Program - TYC Parole Office joined with the Amarillo Police Department, Randall and Potter County Sheriff's Offices and District Attorney Offices in an effort to successfully reintegrate parolees into the community.
- Texas Youth Commission Fatherhood Initiative - Collaborated with the Texas Fragile Families Initiative and the Texas Attorney General's Office in this TYC-led program in Dallas to support young fathers and to promote programs that will help them and their children.